CHARL♛TTE FUTURE | 2040 COMPREHENSIVE PLAN

OUR CITY. OUR PLAN. OUR FUTURE.

Public Review Draft
Published October 31, 2020

CITY OF CHARLOTTE

AUTHENTIC

EQUITABLE

RESILIENT

INTEGRATED

CHARL⬧TTE FUTURE | 2040 COMPREHENSIVE PLAN

OUR CITY. OUR PLAN. OUR FUTURE.

CITY OF CHARLOTTE

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A COMMUNITY-BASED VISION

CITY OF CHARLOTTE

1.1 INTRODUCTION

The City of Charlotte has a great legacy of developing and implementing plans for various aspects and areas of the community. Unlike many plans developed across the country, the neighborhood, community and systemwide plans created in Charlotte do not just sit on a shelf and collect dust. Instead, they are calls to action that guide and propel investment and transformation in the community. With that said, Charlotte has not had a Comprehensive Plan to guide growth and development communitywide since 1975. A comprehensive plan is a blueprint for a city's next phase, a statement on a community's character, and a guiding light for determining a community's goals and aspirations for the future.

The Charlotte Future 2040 Comprehensive Plan is our shared, comprehensive vision to guide the Queen City's growth over the next 20 years. Once adopted, the Plan will be the foundation for strategic policy, equitable investment in infrastructure, and new regulatory tools such as the Unified Development Ordinance. The planning process has been guided by a focus on equitable growth and by the residents of Charlotte coming together to prioritize what is most important to us. As a community-driven Plan, it seeks to address the inequities of the past, and unite the city around a shared set of goals for our future.

The Comprehensive Plan is a living document that integrates community input and best practices into a framework that will guide our city's decision-making and investment in both the near- and long-term. This Plan addresses topics that affect how we will experience the built environment and layout of our city for decades to come. It also addresses how our built city can better reflect and advance our community values and aspirations around topics like equity, transportation, quality of life, economic development, jobs, affordable housing, health, safety, and sustainability.

The policies, projects, and programs in this Plan aim to help shape the future of the places we live, work, shop, and play by preserving what's important to our community and guiding investments that help make Charlotte a vibrant and unique city for decades to come. The Plan will help ensure a high quality of life for residents and an attractive community for employers and employees.
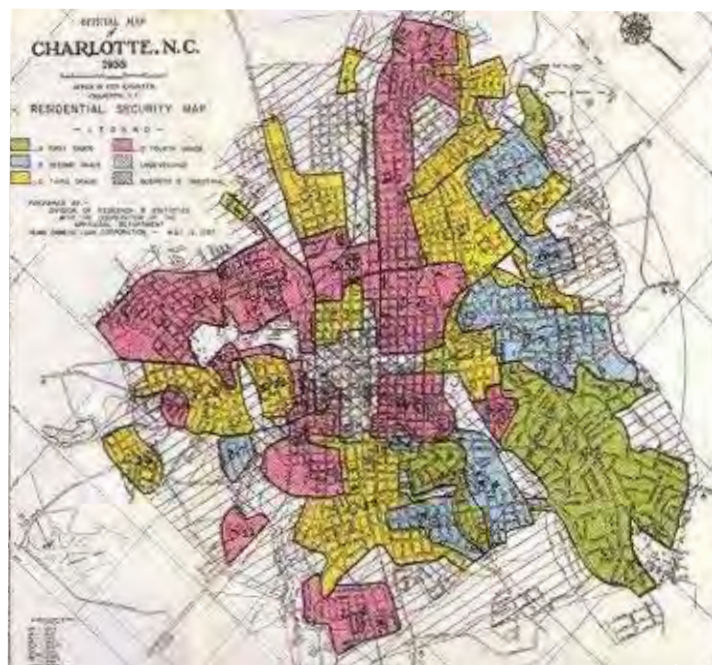
"Best"
"Still Desireable"
"Definitely Declining"
"Hazardous"

Redlining in Charlotte, 1935.
Source: Mapping Inequality

DIVISIONS AND INEQUITY: HOW WE GOT HERE

Charlotte was an early hub of transportation along the Catawba tribe and other tribes' trading paths. Successful railroad bids strengthened the city as a transportation hub. Charlotte's transformation into a prominent urban center can largely be traced to the first half of the nineteenth century. Charlotte was the location of America's first gold rush. This led to a US branch mint, establishing the city as a center for banking. Well-established transportation, technological advancements, and the cotton-based economy facilitated the growth of textile manufacturing and goods distribution. As the railroad and cotton industry attracted investors, innovators, and jobseekers, landowners subdivided and sold their land around the urban center and rail corridors. This urban expansion started to segregate land uses, classes, and people. It was during this time of growth that the city became more divided.

In the mid-1900s, Federal mortgage programs, automobiles, and a strong economy created a suburban development boom across the country. By this time, racial and class tensions were entrenched and limited how people of color could purchase land and where they could live. Federal financial assistance required maps that classified housing areas in the city based on racial, economic, and land use homogeneity

(redlining). Low-income and African American areas were redlined (D grading) and denied loans. These maps also guided the first zoning. Redlined areas were zoned industrial or multifamily.

The events of the 1930s-40s hampered African American families' ability to build wealth. Segregation limited choices. Disenfranchisement made African American neighborhoods and business centers vulnerable to change. New highway networks supported suburban growth but bisected neighborhoods, primarily lower income neighborhoods inhabited by people of color. Urban Renewal aimed to rebuild in "blighted" areas but led to the destruction of Second Ward and other neighborhoods throughout Charlotte. Suburban shopping malls located near areas with high disposable incomes. This moved employment opportunities, goods, and services further away from African American homes.

> "By the time the civil rights movement culminated, the city was physically segregated by race and income. This led to concentrated poverty and a need to develop new strategies for affordability and investments."

By the time the civil rights movement culminated, the city was physically segregated by race and income. This led to concentrated poverty and a need to develop new strategies for affordability and investments. Some strategies have been successful in and around Uptown (e.g., First Ward Place, a mixed income, mixed tenure HOPE VI development),

but the demand in these areas has placed financial pressure on residents. Some communities have been able to use opportunities and their organizing power to become more stable, but only through their own effort. Today, neighborhood change, fear, and polarization inequitably impact historically African American areas. Charlotte currently has the least amount of upward economic mobility of America's 50 largest cities[1]. This impacts our future as a livable, vibrant, and sustainable place to live and do business. The City believes it must take responsibility for its role in creating, perpetuating, and otherwise turning a blind eye to this system of discrimination and that there are opportunities to be more accountable in its decisions around future growth and to better understand the consequences (intended and unintended) of those decisions. If we do not, we will exacerbate disparities, become more divided and risk losing the sense of community that is so uniquely Charlotte.

[1]Source: Equality of Opportunity Project, now rebranded as Opportunity Insights based at Harvard University

Socio-economic patterns of First Ward in Charlotte, 1875 & 1910: The colored pins represent different races and economic classes and illustrate that Charlotte was an integrated community at the time. Source: Dr. Tom Hanchett
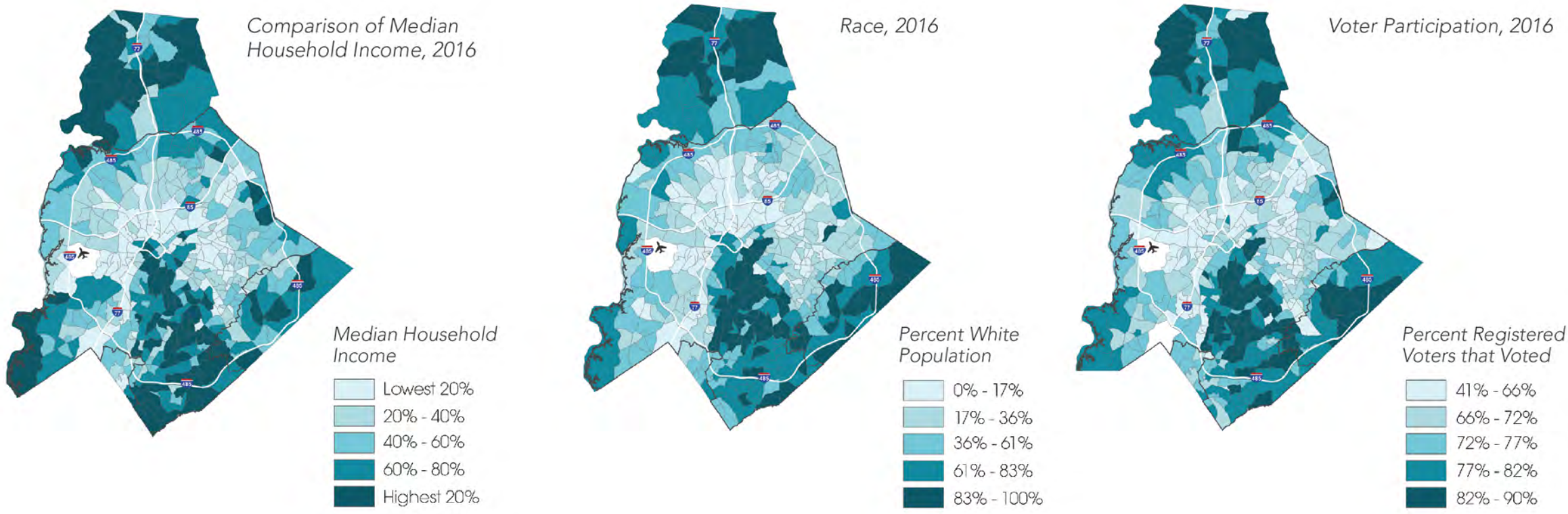
CURRENT CONDITIONS

Charlotte has been one of the fastest growing cities in the country, with an average annual growth rate of over 1.7% during the past 10 years. Many factors have attracted new residents to the region, including diverse employment opportunities, a relatively low cost-of-living, and the city's unique character. This growth has established Charlotte as a vibrant and desirable city; however, this rapid development has also contributed to many challenges facing the city. If Charlotte is to continue to grow sustainably it will need to do so intentionally and strategically. Most U.S. cities have a Comprehensive Plan to establish a desired vision for the future and a strategic action framework that would help implement it. Charlotte however has not had a plan like this since 1975. The city's current growth policies are decentralized and lack a coherent unified vision, as they were

written over the course of the past 30 years and vary between different areas of the city. Though some areas have updated policy guidance by virtue of City-adopted area plans, several others have not had updated guidance for ten years or more. Taking these disparities into account, the City recognizes that an updated and holistic approach to unify long-range planning efforts is needed.

Charlotte has attracted growth and innovation for the last 130 years. Along with the innovation has come more wealth and jobs, bringing new people to the city. To new residents, Charlotte has offered a balanced quality of life with reasonably priced homes, diverse job opportunities, access to nature, and transportation choices. Yet, for those who were born in this city into in a lower-income or African

Comparison of Median Household Income, 2016

Median Household Income
- Lowest 20%
- 20% - 40%
- 40% - 60%
- 60% - 80%
- Highest 20%

Race, 2016

Percent White Population
- 0% - 17%
- 17% - 36%
- 36% - 61%
- 61% - 83%
- 83% - 100%

Voter Participation, 2016

Percent Registered Voters that Voted
- 41% - 66%
- 66% - 72%
- 72% - 77%
- 77% - 82%
- 82% - 90%

American household, the economic boon has been largely inaccessible. Charlotte's rapid growth comes with opportunities, new energy, and increased investment in the city, but it also brings with it additional pressures and strains on existing residents. Growth, among other factors, has led to home and rental prices outpacing median household income, leading to gentrification and the risk of displacement for many Charlotte residents.

Early in the planning process the City created the *Charlotte Equity Atlas*, which looks at the built aspects of the city through a lens of equity and inclusion. This document built upon the past work of the *Opportunity Insights Team*, the *Leading on Opportunity Report*, the *Mecklenburg Quality of Life Explorer*, and the *Housing & Homelessness Dashboard*. The mapping of the development, environmental, and demographic patterns across the city helped identify areas of disparity and establish a baseline to better understand the real-world results left by our inequitable system. This data-driven baseline grounds the Comprehensive Plan so that it can shape opportunities in such a manner that the impacts are equitable or, in

> "Mapping household income, race, and voter participation shows a clear pattern in the spatial distribution of these statistics... The spatial pattern derived from these maps can be described as an "arc" of Communities of Color and concentrated areas of poverty."

plain terms, fair. Fair, whereby all communities are provided with access to the specific services and amenities they need to be successful. The process of mapping household income, race, and voter participation shows a clear pattern in the spatial distribution of these statistics. Charlotte's Neighborhood Planning Areas (NPAs) with the lowest incomes, highest percentages of non-white residents, and the lowest voter participation are highly correlated. This distribution is inherited from a history of racial and economic segregation. The spatial pattern derived from these maps can be described as an "arc" of Communities of Color and concentrated areas of poverty that extend broadly around Uptown from the east to the southwest. In contrast, a "wedge" stretching from Uptown and the center city down to the southwest contains many of the NPAs with the highest incomes, percentage of White residents, and voter participation. The built environment of the arc is less complete than the wedge. These patterns are a direct impact of redlining and the ongoing effects of explicitly racist and segregationist policies of the past.

THE ARC

THE WEDGE

WHAT IS MOST DIFFERENT?

- VULNERABILITY TO DISPLACEMENT
- JOB-SKILLS MATCH
- RESIDENTIAL RENOVATION
- SIZE OF COMMERCIAL SPACE
- RACE
- INCOME
- EDUCATION
- JOB DENSITY

FUTURE TRENDS

Based on current projections, Charlotte is expected to continue a high rate of growth over the next 20 years. Mecklenburg County can expect an approximately 1.6% rate of population growth and a 1.5% rate of employment growth[2]. This equals about 1,491,900 total residents and 1,080,100 total jobs throughout the County by 2040. The City of Charlotte is expected to add over 385,000 new residents and 212,000 new jobs over this same period. This new growth will come with both opportunities and challenges, including increasing diversity and a potentially unequal distribution of benefits without Planning intervention. Establishing a vision for directing and managing future growth that is based in a clear understanding of current and past inequities is critical to the long-term success of our city.

A number of local and nation-wide trends will contribute to Charlotte's growth over the next 20+ years. These trends include a natural population increase as more people are born than die; Charlotte's employment growth as new jobs attract skilled workers to the region; Center City growth as more people want to live and work in urban centers than ever before; and Charlotte's quality of life as even more people are drawn to the city as it improves. Understanding these motives is important to making decisions about future growth.

Charlotte's future growth will be made up a variety of demographics, including many new residents who are foreign born, non-English speaking, Millennials, and young families. This increased diversity will bring even more culture and vibrancy
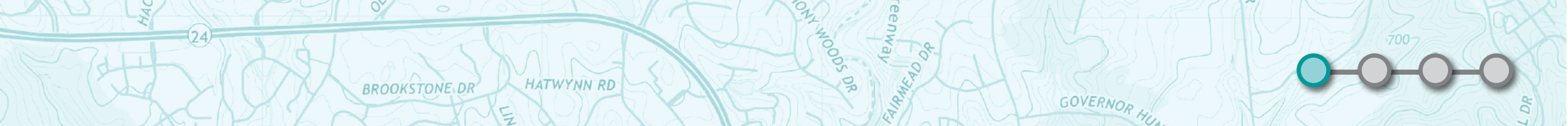

Equality versus Equity, 2017. Source: Robert Wood Johnson Foundation

EQUALITY VERSUS EQUITY

Equality and equity are often used interchangeably. However, with Equity being the key Guiding Principle of the Charlotte Future Comprehensive Plan, it is important to properly define these terms. **Equality** provides everyone with the same opportunities regardless of their needs. **Equity** provides people with the opportunities necessary to meet their specific needs. For example, an able-bodied person may not notice the curb cuts on a sidewalk because they can easily step up and down, but a senior, someone with limited mobility, or a person pushing a cart or stroller needs the curb cuts to be able to use the sidewalk. Equity makes things accessible for everyone. A City that develops equitably is FAIR about how public investments are made and JUST in doing something about existing unfairness.

to the city, which is already rich in history and character. New residents may have different needs and customs than existing residents. An equitable plan for future growth will need to welcome and celebrate new culture and demographics, while maintaining the diversity and authenticity that makes Charlotte the city it is today.

Of its peer cities, Charlotte is slated to see the highest rate of job growth, regional job capture, and diverse development types over the next 10 to 20 years. All of these projections indicate that Charlotte will continue to have a strong economy and economic growth, however there is the risk that this wealth generation may not be available to all residents. New residents, while bringing a diverse workforce to the city, could also mean increasing housing prices, less housing stock and choice, fewer middle- and lower-wage jobs, increased pressure on the city's

infrastructure, and even increased racial and socio-economic tensions. The Comprehensive Plan aims to address these issues so that development can benefit existing and new residents. With proper planning, new growth could instead come without displacement of existing residents, and with a variety of new and affordable housing types; accessible jobs for all education levels; increased investment in roads, transit, and trails for all areas of Charlotte; increased access to goods and services; and a more equitable distribution of wealth and opportunity.

[2]Source: Economic and Planning Systems and Charlotte CONNECT
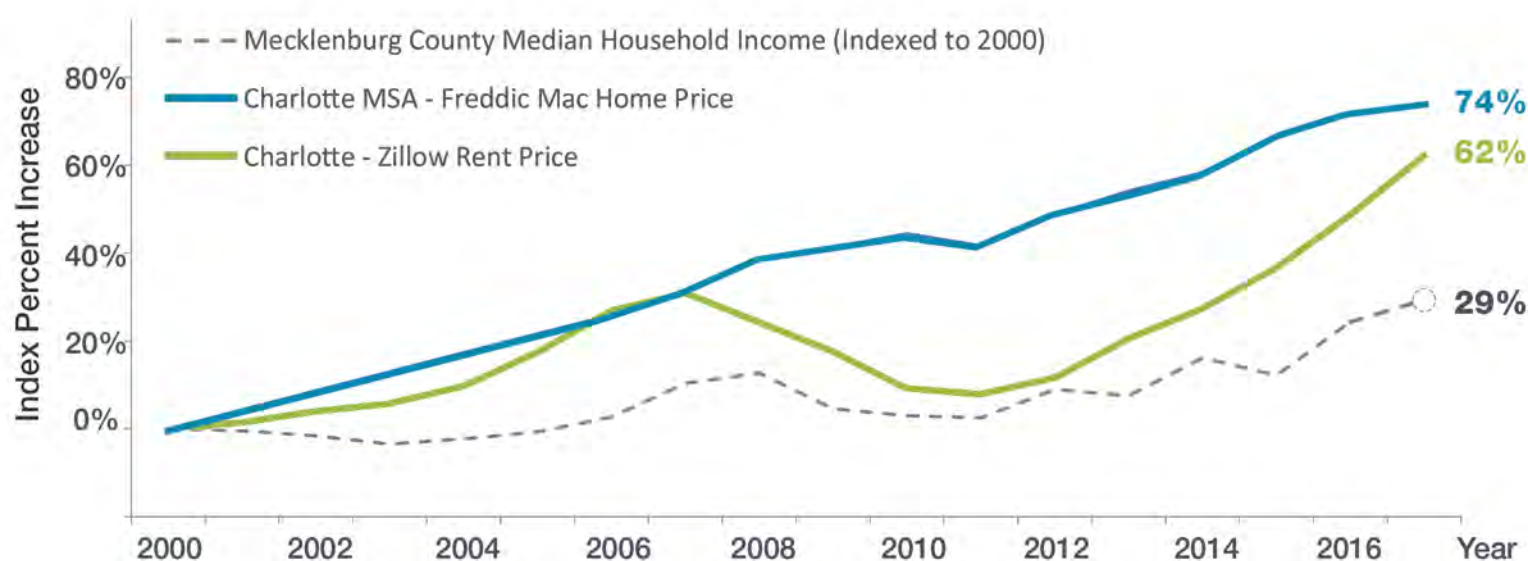
Charlotte Area Housing Cost and Income Index, 2000-2017. Data Source: Zillow, US Census, Freddie Mac, Economic and Planning Systems
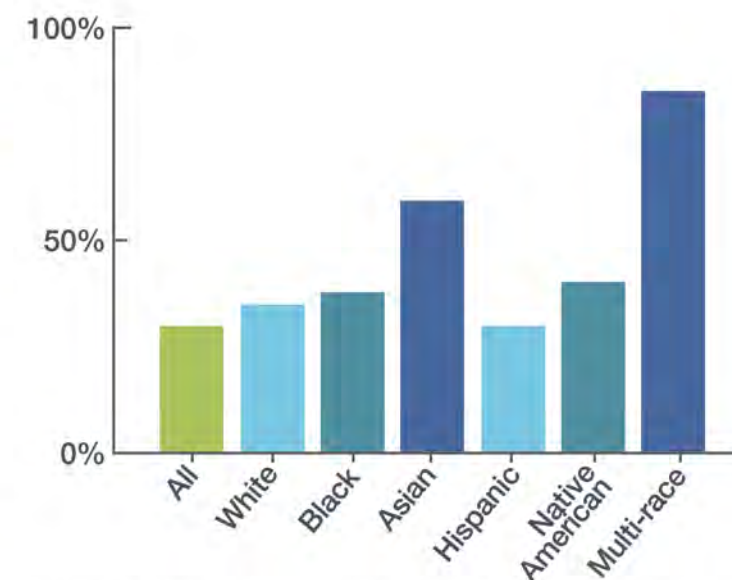
Change in median household income by race, 2000-2016. Data Source: US Census, 5-Year American Community Survey

PLAN ORGANIZATION

1 The first section, **A Community-Based Vision**, communicates the *Vision and Values* that were identified during the robust community engagement process. It then lays out the *Equitable Growth Framework* that grew from the vision, which measures access and community benefits across the city. This sets the stage for what the goals will address later in the Plan.

2 Section Two, **Complete Communities and Places**, outlines the elements of a Complete Community, which meets the needs of all residents and employees in an area. This section describes the ten *Place Types*, which are used as tools to direct growth and investment in an equitable and integrated way.

3 Section Three provides the **Policy Framework**, the essential component of the Plan recommendations. Ten primary *Goals and Objectives,* built from the Vision Elements, each have recommendations for big ideas and supporting policies, projects, and programs.

4 The final section, **Implementation Strategy**, provides the details and tools used to make it all happen. This includes actions for the policies, projects, and programs; strategies for integration with other Plans; a framework for *Community Area Plans* and mapping; guidance for the *Unified Development Ordinance*, recommendations for *Capital Improvement Projects*, and how to track our progress.

5 The Plan concludes with a **Glossary** of key terms, **Acknowledgments** of the many voices that contributed to the contents of this document, and two **Appendices**. The first Appendix summarizes the methodology for the Equitable Growth Framework's Equity Metrics. The second Appendix is a Place Types Manual that provides an introduction to Place Types, more detailed direction for each Place Type and an overview of Place Type Mapping.

Section divider page

Sub-sections

Policy case study sidebar

Numbered policies, projects, and programs (corresponding to implementation section)

Illustrative photos: Images from Charlotte that illustrate concepts described in the big ideas, policies, projects, and programs

HOW TO USE THIS DOCUMENT

Section marker: the filled blue dots indicate the current Plan section

Place Types title, goal, and photo bar

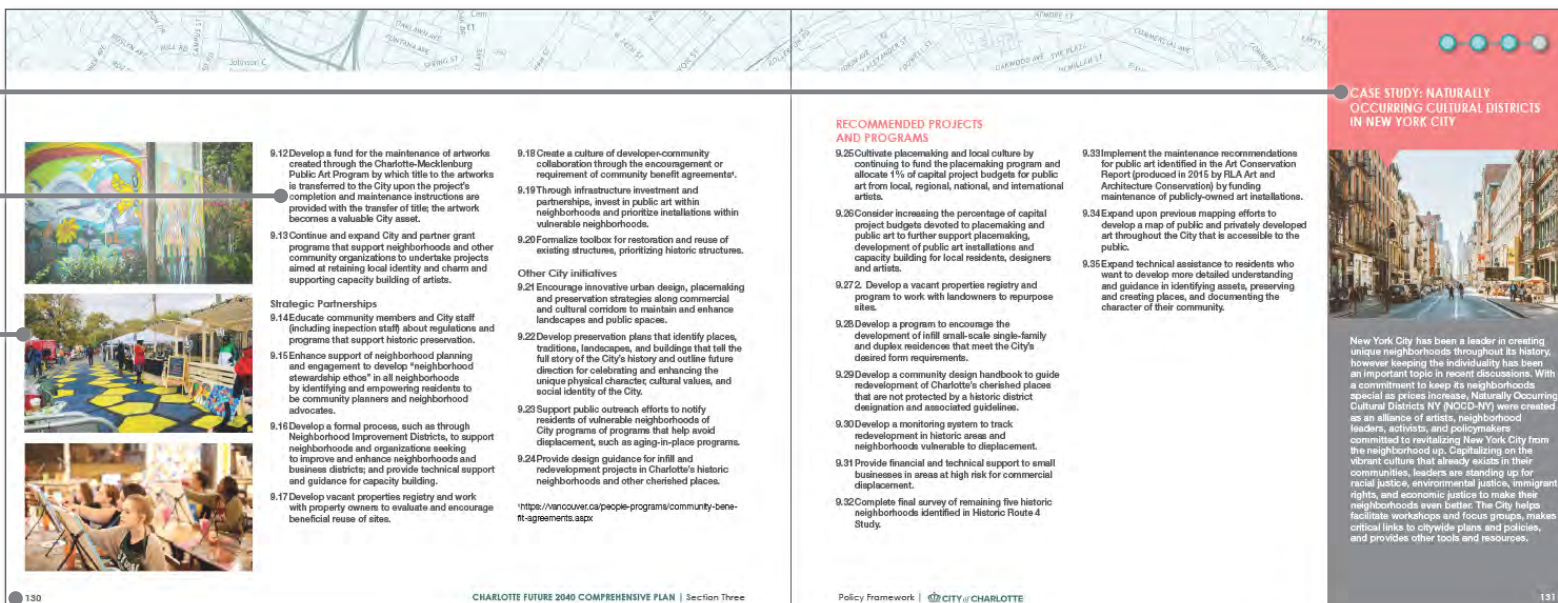Distribution of land uses within Place Type

Abbreviated Place Types components (more detail can be found in Appendix B)

Place Types close-up and highlights: conceptual graphic illustrating key features

Page footer with section number, name, and page number

Section Two: Place Types spread

Section Three: Policies, projects, and programs spread

Sub-section divider page

Sub-section introduction text

1.2 COMMUNITY VALUES, VISION, AND GOALS

In order to create a Comprehensive Plan that is successful and meaningful, the values of the community must be central to the process and outcomes. This understanding has been at the heart of the Charlotte Future 2040 Comprehensive Plan. Building on the efforts of previous engagement efforts, the Plan's equitable and inclusive process focused on hearing from a great number and variet of voices. What we learned from the community led to the development of guiding principles and vision elements that are true to Charlotte's character and the needs of all Charlotteans. The timeline, methods, and outcomes of the community values and Plan process are described in this section.

| Phase 1	Phase 2	Phase 3	Phase 4	Ongoing
Winter 2018 to Spring 2019	Summer 2019 to Fall 2019	Winter 2019 to Fall 2020	Fall 2020 to Spring 2021	
Our History & Existing Conditions Community Vision & Values	Preferred Growth Scenerio	Policies & Strategies	Review & Adoption	Implement, Monitor, & Update

PROCESS

The development of the Charlotte Future 2040 Comprehensive Plan has been an over 2-year long process, including several additional months for review and adoption. This process included significant analysis, community outreach, education, and coordination across departments, organizations, and entities. To simplify the process and engagement, the project schedule was divided into four phases.

The **first phase**, from Winter 2018 to Spring 2019 focused on Charlotte's history, existing conditions, and community vision and values. This phase included significant community outreach, leading to the creation of the Plan's guiding principles and vision elements. An analysis of the city's existing conditions and the impacts of past policies was also completed and repres*ented in the Built City Equity Atlas, the Growth Factors Report*, and the *Policy Audit*. The goal of this phase was to understand the impacts of our history, the city of Charlotte as it is today, and the community's vision for its future.

The **second phase**, from Summer 2019 through Fall 2019, focused on growth strategies; examining the implication of concentrating future growth along corridors, in and around major activity centers, or in and around neighborhood nodes. The process of educating and engaging the community about growth began with the *Growing Better Places Game*, an innovative and fun approach to having complex conversations around growth and trade-offs. The input received from the game informed the creation of three growth scenarios. The community learned about and weighed-in on these different strategies for locating future growth. Both the data analysis and the community's feedback on these scenarios helped establish and support the notion that future growth should not be distributed through "Business as Usual," but rather through an intentional and coordinated growth strategy.
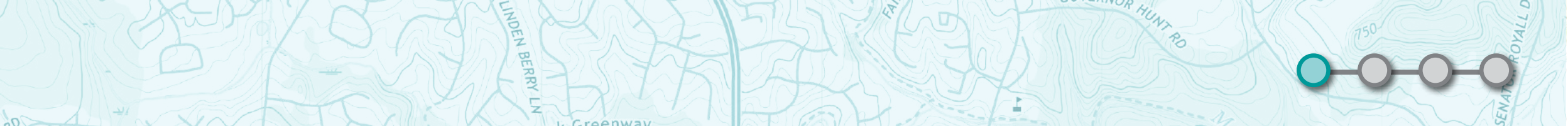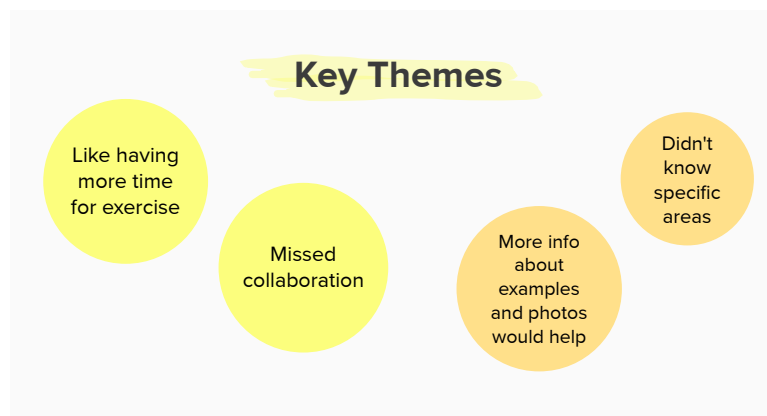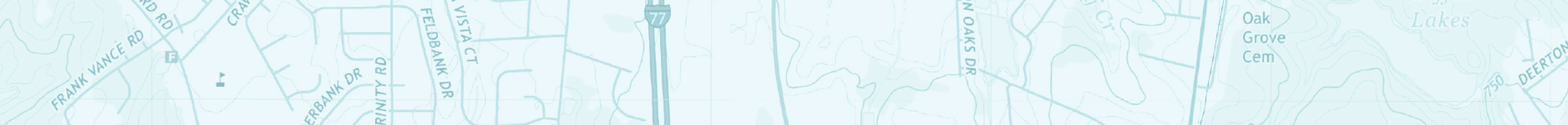
The **third phase**, from Winter 2019 to Fall 2020, focused on the development of policies, projects, and programs around our future growth strategies and overall vision. During this phase the community, and particularly the Plan Ambassadors and Strategic Advisors, weighed in on the ten main goals and objectives that form the policy framework; the data and conclusions from the Equitable Growth Framework; and the ten Place Types. During this phase, all of the content, community feedback, and analysis to-date were compiled and released in the Public Review Draft Plan.

In the **fourth phase**, from Fall 2020 to Spring 2021, the draft Plan document was released and reviewed by the Charlotte City Council and the community. A six-month review phase will aim to end in Council adoption in April 2021. During this phase feedback will be collected in a variety of ways from many voices throughout Charlotte. The Final Plan will be edited to incorporate the feedback received. Following adoption, the Plan will go into an ongoing implementation and monitoring phase, to ensure the goals and objectives are being met.

To ensure that the final Comprehensive Plan represents an equitable future for all residents, the public engagement process was robust, innovative, and inclusive. The planning team engaged many perspectives through a variety of tools so that all Charlotteans could be included at the table. The outreach focused on accessibility and we listened to input from groups representing all segments of Charlotte's population, including those we don't hear from too often – people of color, youth, non-English speaking residents, and those with lower incomes.

Over the course of the Planning process the team had over 500,00+ interactions with over 5,500 voices through more than 25 methods of engagement. An additional 370 key stakeholders, including community leaders, local business and non-profit representatives, advocacy groups, major employers, local institutions, and neighborhood groups from across Charlotte.

Key Themes

- Like having more time for exercise
- Missed collaboration
- More info about examples and photos would help
- Didn't know specific areas

Your impressions

- Opportunity to pause and think
- I found plenty about each area by studying overhead photos from Google Map
- Missed collaboration and interaction
- I liked the ability to pause and think about the question. On the other hand I missed the interactions with other advisors.
- Great examples and worked mostly.

Overall goals for engagement included to increase awareness of the Comprehensive Plan and its purpose; to advance understanding of equity; to build community relationships; to meet people where they are; to attract diverse participation; to clearly communicate the community's inputs will influence the plan; and to gather feedback on the plan process and deliverables.

The primary methods for plan engagement included workshops, open houses, online surveys, pop-up events, the Growing Better Places Board Game, Ambassadors and Strategic Advisors meetings, Elected and Appointed Officials meetings and workshops, virtual meetings and open houses, the Charlotte Card Game, a socially-distanced drive-in workshop, social media outreach and education, and focus groups. All in-person meetings included translation services, refreshments, and access to childcare. All major materials were translated into Spanish and information from the project website can be translated into over 100 languages.

Starting in the Spring of 2020, with the onset of the novel COVID-19 virus, the approach for engagement needed to pivot quickly and significantly. While the overall goals of the engagement process did not change, and equity and inclusion remained at the center of the effort, the methods of outreach became completely socially distanced and/or virtual in order to protect the public health. Efforts switched to focus on safe engagement activities that primarily kept the public interested and up to date on the Plan, while more specific surveys and virtual meetings were targeted towards the Plan Ambassadors and Strategic Advisors. Acknowledging that people's schedules and day to day lives may have changed during this time, the invitation to be a Strategic Advisor was re-opened to all members of the community. Some fun, at home engagement methods includes Charlotte Future City Building coloring sheets and contest, a Charlotte planning Tik Tok Challenge, a virtual scavenger hunt, the Charlotte Future
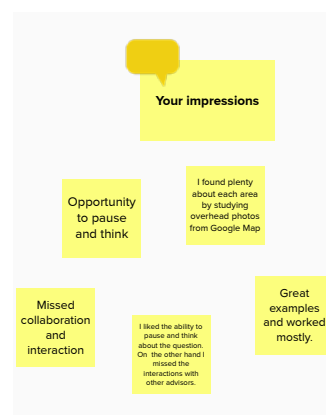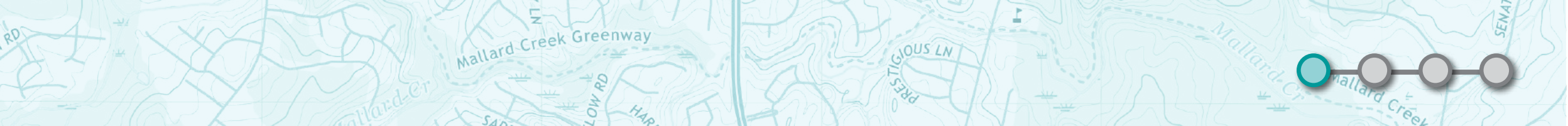
card game, socially-distanced chalk the walk, and social media games and quizzes. Many activities during this timed were aimed at young adults and families, who may have had more capacity or the need for activities during school closures.

Throughout each phase of the Plan public input was compiled and integrated into deliverables and recommendations. Emerging themes were major drivers of the final plan goals and strategies. Some of the themes expressed most often throughout the process included:

- Accommodate projected growth along our transit/transportation corridors;

- Allow varieties of housing types in neighborhoods around mixed-use activity centers;

- Create more walkable and bikeable communities;

- The strong desire to rethink "business as usual";

- The need for missing middle, diverse and affordable housing options;

- Strong Support for complete neighborhoods and equitable access to goods and services;

- Create more meaningful and accessible tree-canopied parks and open space; and

- The need for better access to a diverse range of jobs and employment types.

With significant input from the public at every phase in the process, this Plan and its recommendations could not have been created without the help of the Charlotte community. The community's willingness to participate in a variety of honest and sometimes difficult conversations throughout the development of the Comprehensive Plan has been instrumental to its creation.

TOTAL INTERACTIONS
500,000+

VOICES
5,500+

KEY STAKEHOLDERS
370

METHODS OF ENGAGEMENT
25+

GUIDING PRINCIPLES

The process of community outreach and visioning began with the creation of the Guiding Principles. Guiding principles are the values that Charlotte will use to establish a framework for decision-making throughout the life of the Charlotte Future 2040 Comprehensive Plan. These principles were conceived through robust and meaningful conversations with over 5,500 voices from the community. The four guiding principles that emerged will help shape the Comprehensive Plan as it looks to the future: **equitable**, **authentic**, **integrated**, and **resilient**. These principals form the basis for the Plan vision and goals and ensure that the recommendations are in-line with how we as a community want to grow and change in the coming years.
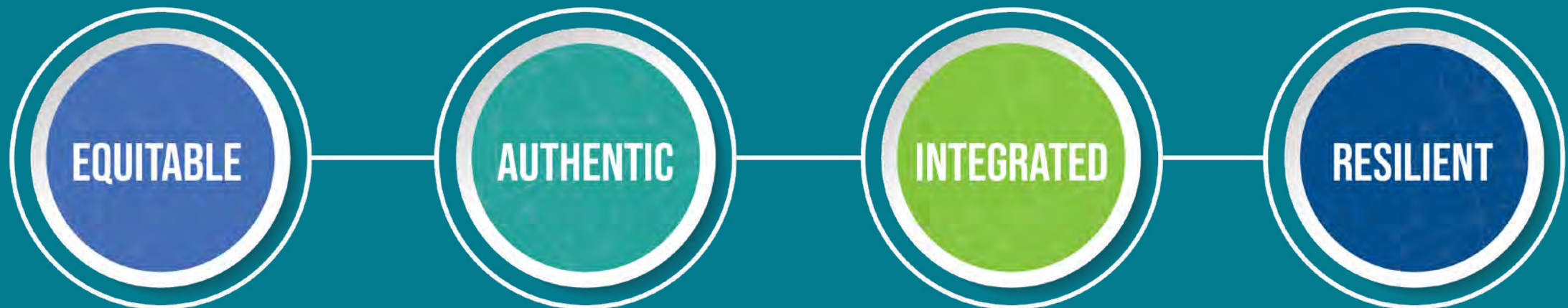
Equitable
Equity is not simply a part of our plan; acknowledging and working to correct Charlotte's legacy of discriminatory policies and practices is one of the Plan's primary driving forces. Keeping equity at the root of the Plan ensures that future actions contribute to every member of our community having the resources, skills, and access they need.

Authentic
For the Comprehensive Plan to be successful, it must be true to the city's history and character. This authenticity has been shaped through an extensive public process and honest feedback from all voices and perspectives in Charlotte about our city's strengths and challenges.

Integrated
A key purpose of the Plan is creating an integrated framework for growth, development, and community design. Unifying our City and County departments, as well as non-government partners, around a holistic long-range plan ensures we are committed to a shared vision for Charlotte and working together to address challenges and create opportunities. This Plan was not completed in isolation; there other plans that it connects with.
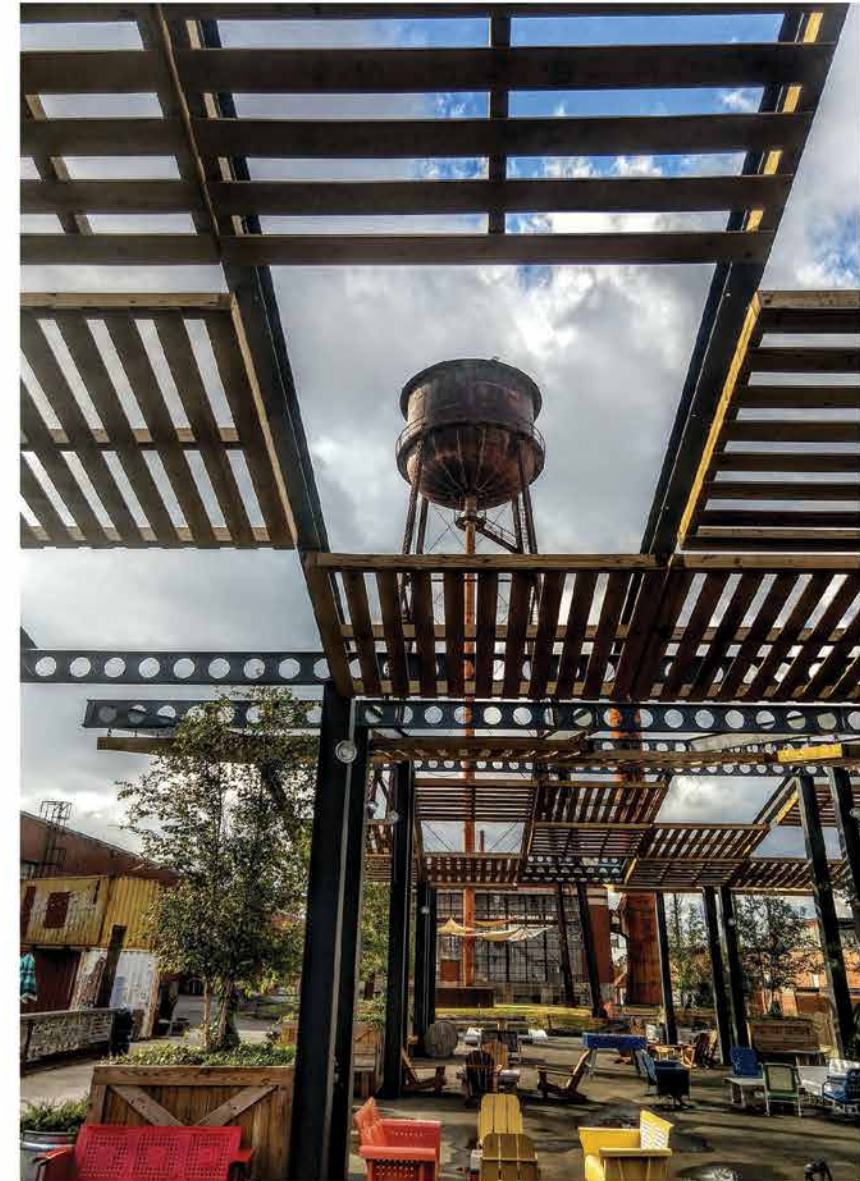
Resilient
An underlying piece of all the goals is resiliency, particularly around how Charlotte prepares for and responds to the challenges of public health, affordable housing, climate change, and infrastructure. A resilient city has the ability to absorb, adapt, and grow from fcurrent and future trends, stresses and shocks.

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

PLAN VISION

Continuing from the community's values that established the guiding principles, five vision elements were created to help inform the coming goals and equity metrics. These vision elements describe how Charlotteans picture their city in the future. The Charlotte of tomorrow is inclusive and diverse, livable and connected, healthy and sustainable, prosperous and innovative, and regional. This vision also reflects the lens through which goals and objectives were created and analyzed.

| INCLUSIVE & DIVERSE | LIVABLE & CONNECTED | HEALTHY & SUSTAINABLE | PROSPEROUS & INNOVATIVE | REGIONAL |

Inclusive & Diverse
An Inclusive and Diverse City welcomes and accommodates people of all walks of life. It unpacks, measures, and mitigates displacement risk. It preserves and expands access to affordable housing. It provides services and choices for daily goods and services for a variety of price points and promotes environmental justice.

Livable & Connected
A Livable and Connected City provides public services and infrastructure to maintain an accessible environment for all. Livability manifests as complete neighborhoods that provide essential goods and services, multimodal transportation networks, a diverse array of public spaces, and a respect for neighborhood character.

Healthy & Sustainable
A Healthy and Sustainable City incorporates environmental protection and sustainability to improve public health for all. It addresses access to healthy food, health care, tree canopy and recreation. In the context of climate change, it plans for adaptability and mitigation by enhancing stormwater infrastructure, waste diversion strategies, our tree canopy and energy efficiency.

Prosperous & Innovative
A Prosperous and Innovative City leverages growth to benefit the livelihoods and economic opportunities of all residents. It develops diverse employment opportunities that are well-matched to residents' skill levels, expanding access to higher education and job-training for all, and supporting innovative entrepreneurs and small businesses.

Regional
The Regional City serves to improve linkages with the broader region at the political, social, and economic levels. Active participation in multi-jurisdictional planning efforts can contribute to large-scale improvements in transportation infrastructure which enhance physical and economic links between cities in the region.

1.3 EQUITABLE GROWTH FRAMEWORK

With a pervasive dedication to facilitating a more equitable and inclusive planning process and guiding policy plan, the Comprehensive Plan's very DNA is an Equitable Growth Framework informed and shaped by the community. The Equitable Growth Framework is intended to reflect and build upon the community's input regarding long standing disparities and inequities, as well as an existing set of stated and unstated policies that do not go far enough in addressing the inequitable distribution of costs and benefits associated with Charlotte's historic development and more recent surge in growth and investment. For so many of those policies and resulting practices, equity and the impact on our more vulnerable neighborhoods and residents has been an afterthought. Unfortunately, the effects have been long lasting and manifest themselves as disinvestment, gentrification, displacement, distrust, disenfranchisement, and a frighteningly high barrier to upward mobility in Charlotte, especially for people of color. The Comprehensive Plan is crafted through a lens of equity and with a commitment to thinking of our most vulnerable populations first with a vision of helping our city become a place where all residents can thrive, regardless of race, income, age, ability or where they live.

DEFINING EQUITABLE GROWTH

Change is an inevitable part of cities. Whether a city is growing, shrinking or evolving, a variety of change is happening all the time. This is in part because individual residents and households change. Births, and deaths, aging, joining and leaving the workforce, changing jobs, moving within the community, and changing household composition all have tremendous impacts on individual households, neighborhoods and the community as a whole. This natural evolution of households is then compounded with local, regional and global changes in the economy, our climate, and changing tastes and preferences. For Charlotte over the last decade, these forces have contributed to an unprecedented period of growth of any similar length period in the City's history. While the influx of new residents gets the most headlines, the number of people choosing to stay or return to Charlotte is also a major contributing factor to Charlotte's growth.

The type of growth that Charlotte is experiencing comes with a large amount of public and private investment in the community. While some strides have already been made to begin directing some of this investment to areas of the community with the most need, the vast majority of new growth in housing and employment has been in Center City, University City and south Charlotte. And many of the older diverse and naturally affordable neighborhoods adjacent to these places – especially those in Center City – are experiencing a large amount of gentrification and displacement. While a host of factors are at play, the bottom line is that residents of color and households with lower incomes are often being left out and pushed out. Targeted efforts have certainly attempted to be more inclusive and equitable in the approach to planning and development, but the truth remains that there has not been an overarching vision or plan that truly includes all Charlotteans in the future of the City.

The Comprehensive Plan has been created by the community and on a basic assumption that we must listen to each other and consider the intended and unintended consequences of the Plan's recommendations on all residents, households and neighborhoods. The Equitable Growth Framework is intended to provide more transparency and accountability as we plan, design, and implement public and private investments in housing, employment, services, schools, parks, roads, trails and other infrastructure. It is **a framework to help ensure that the costs and benefits of growth and change in Charlotte are distributed more equitably**. When an investment is made in a particular area, how will the residents and businesses that are already there benefit? How do we ensure that all neighborhoods share in the impacts of growth?

The Equitable Growth Framework and the Comprehensive Plan can not reverse the wrongs of two and a half centuries, but it can acknowledge those injustices and set a clear direction for change, establish goals for more equitable growth, and provide a lens through which to evaluate a deliberate and concerted effort to make a more inclusive and equitable Charlotte. The remainder of this section highlights a set of Equitable Growth Metrics, the key tenets of a more equitable growth strategy, and ten community goals for Charlotte in 2040.

Metrics for Equitable Growth

Building on the *Built City Equity Atlas* developed in Phase One of the Comprehensive Plan planning process, a methodology for measuring access, environmental justice and equity has been developed to help identify areas where residents and businesses may not have access to daily needs, choices for housing, a diversity of employment, or safe and healthy environments. The Equity Metrics described and mapped herein were used to 1) inform the development of Goals (introduced later in this section) and supporting Policies, Projects and Programs (presented in Section Three); 2) to identify priorities for Community Planning Areas for subsequent mapping and planning efforts within sub-geographies throughout the community; and 3) to assess and track progress towards becoming a more equitable, fair and just city over the next 20 years.

Each of four Equity Metrics comprises a series of relevant indicators and is compared to data that helps us understand where populations that are vulnerable to displacement are concentrated (Populations Vulnerable to Displacement Overlay). The four Equity Metrics described in greater detail after an explanation of the Populations Vulnerable to Displacement Overlay include:

- Access to Essential Amenities, Goods and Services;
- Access to Housing Opportunities;
- Access to Employment Opportunities; and
- Environmental Justice.

The methodology and sources for each of the Equity Metrics is described in more detail in the Plan appendices.

NEW TERM IN THIS SECTION: SPHERE OF INFLUENCE

This is the common reference for the geography in which the City of Charlotte can exercise extraterritorial jurisdiction and that the City may annex, as set forth in the Charlotte's annexation agreements; utilized as the Planning Area for the Charlotte Future 2040 Comprehensive Plan.

AREAS VULNERABLE TO DISPLACEMENT

What is Vulnerability to Displacement?

Displacement occurs when an individual, household or business leave a neighborhood or district where they have been for a long period of time. Displacement can be voluntary or involuntary. While the Comprehensive Plan's preference is to minimize voluntary displacement, especially in areas of the community where change is occurring very quickly and the history and culture of a community is being weakened, the primary focus is mitigating involuntary displacement to the extent possible. Involuntary displacement typically results in increased land values, rents, taxes and other household or business expenses. There are certain characteristics that tend to make certain individuals and households more vulnerable to displacement. Unfortunately, the same characteristics – race, income, education level, and age – that make certain populations susceptible to displacement are also used in identifying whether environmental impacts are justly distributed. They are often good indicators, along with low or no car ownership, of transit propensity – the likelihood of using public transit. Mapping these key contributing factors can help us understand how physical conditions, access, costs and benefits impact residents that have suffered from systemic racial and other social discrimination and/or are less likely to be able to adapt to rapid economic and other changes.

Four measures have been documented as major contributors to vulnerability to displacement and are used to identify the areas with the most vulnerable populations across Charlotte:[1]
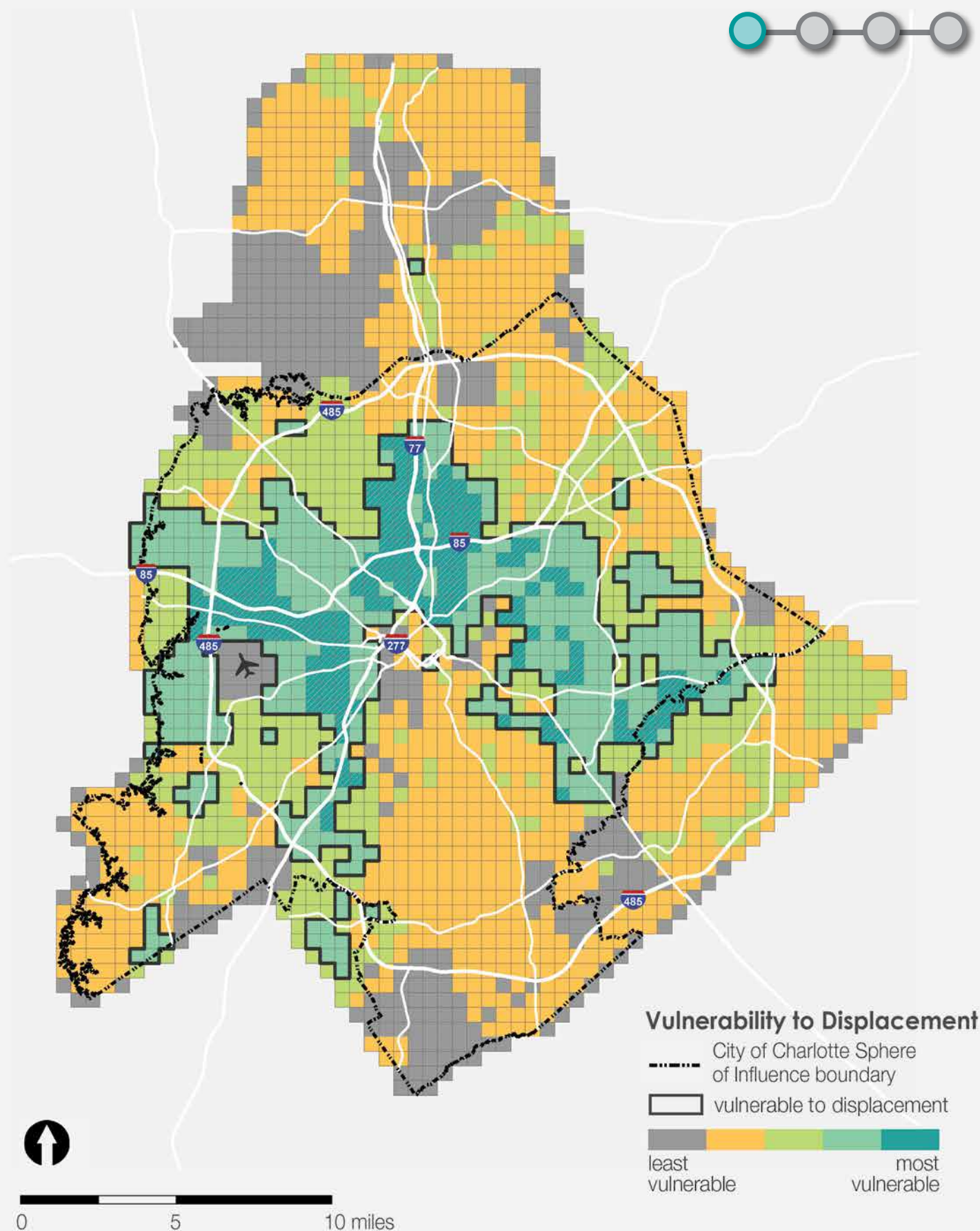
- Poverty Rate;
- Educational Attainment;
- Race; and
- Age.

The Importance of Mitigating Vulnerability to Displacement

When individuals, households and businesses are displaced from an area they have been a part of for a long time, the unique culture and identity of that area can quickly erode. Charlotte is a city of neighborhoods, each with its own distinct past and social fabric. Unchecked gentrification of an area can result in substantial displacement. And with prices increasing across the entire community, there is a chance that those that are displaced are forced to move out of Charlotte or even the region. In Charlotte, those most vulnerable to displacement are also those who have suffered most and benefited least over decades of growth and development. Thus, it is especially critical that the Comprehensive Plan begin identifying ways in which existing residents and businesses can participate in and benefit from new investments throughout Charlotte.

[1] Grid cells that met the "vulnerable" criteria for each of the 3 metrics are scored with a 1, while those that do not meet the criteria receive a 0. Scores are added to create a final Vulnerability to Displacement score. All vulnerability metrics are measured using US Census American Community Survey (ACS) 5-Year estimates (2018); data was collected at the Census Block Group level and apportioned to grid cells. County-wide metrics were pulled from the same data source as the point of comparison.

Vulnerability to Displacement

- - - - City of Charlotte Sphere of Influence boundary

☐ vulnerable to displacement

least vulnerable ————— most vulnerable

0   5   10 miles

ACCESS TO ESSENTIAL AMENITIES, GOODS, AND SERVICES

What is Access to Essential Amenities, Goods, and Services?

The community expressed a strong desire for more complete neighborhoods across the entire city. Measuring access to essential amenities, goods and services can help identify areas where residents and businesses may not have access to what they need close to home. The result typically involves having to travel farther and pay more to meet basic daily needs. In extreme cases, the results can be even more dire if the lack of nearby access means simply missing out on essential amenities, goods and services. The following measures are proposed to measure access to essential amenities, goods and services.

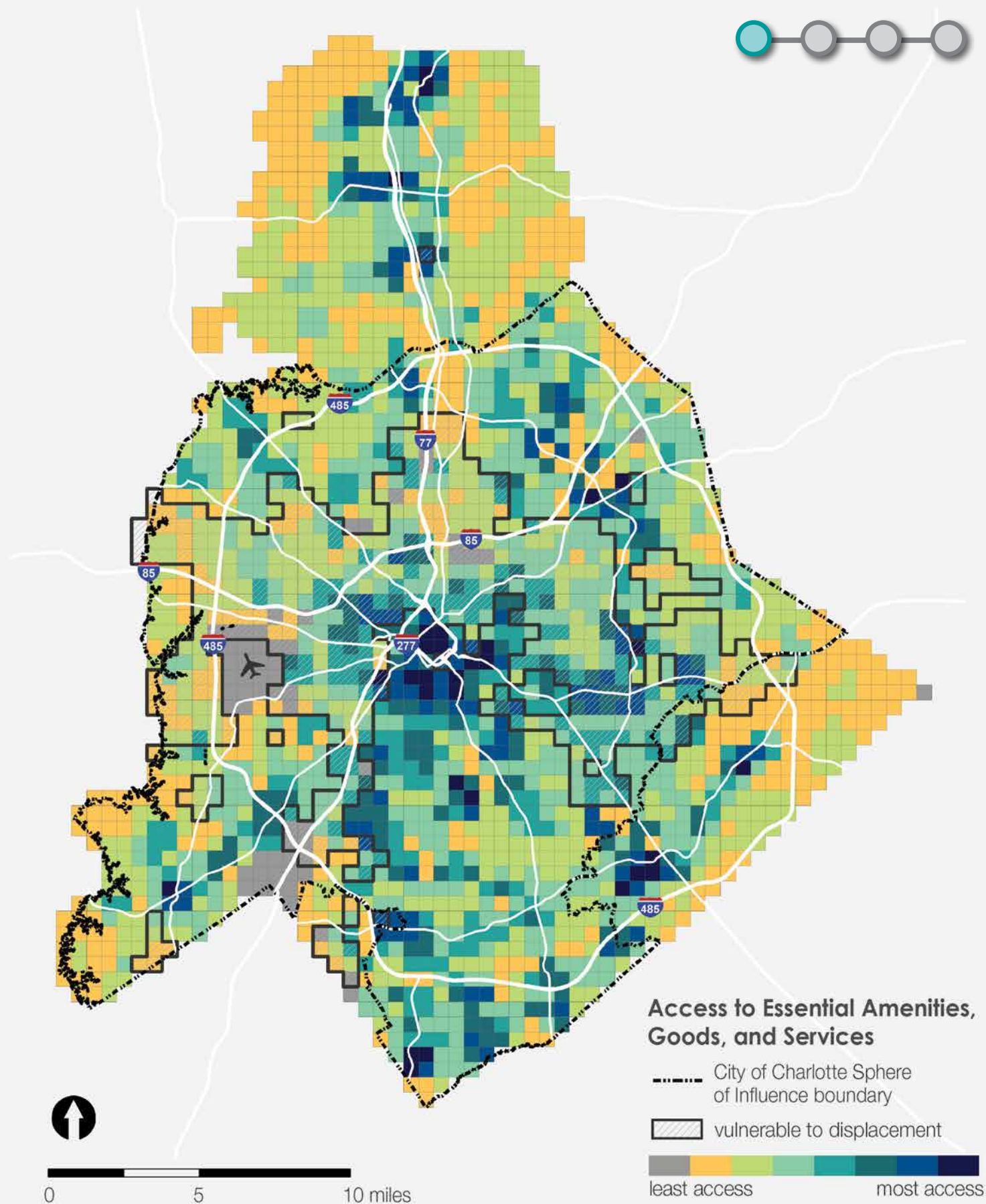Access to essential amenities, goods and services is analyzed using seven measures[2]:

- Proximity to Childcare and Early Childhood Education;

- Proximity to Parks, Open Space and Trails;

- Proximity to Community Facilities;

- Proximity to Fresh Food;

- Proximity to Health Care & Pharmacies;

- Proximity to Financial Services; and

- Access to Internet Service.

The Importance of Improving Access to Essential Amenities, Goods and Services

The lack of access to essential amenities, goods and services can significantly impact the health and well being of an individual or household. A lack of easily accessible childcare may result in substandard care or a parent or guardian passing on employment or other opportunities. A lack of access to parks, trails and community facilities can create a significant barrier to physical, mental and social health. Likewise, a lack of access to fresh, healthy food often results in settling for less healthy options and can contribute to a number of chronic health issues and disease. Lack of access to health care, pharmacies and financial services all pose barriers investing one's self, property and/or business. A lack of Internet access can be detrimental to learning, working remotely, and communicating with friends and loved ones.

[2] Grid cells that meet the "opportunity" criteria for each of the 7 metrics are scored with a 1, while those that do not meet the criteria receive a 0. Scores are added to create a final Access to Essential Amenities, Goods, and Services score. The primary housing data source is Mecklenburg County tax parcel data (2019). Data is reported at the parcel level and aggregated to grid cells based on the centroid location of the parcel. The amenities, good and services data is from a variety of sources and is outlined in the data inventory.

Access to Essential Amenities, Goods, and Services

- ···· City of Charlotte Sphere of Influence boundary
- ▨ vulnerable to displacement

least access ——————— most access

0   5   10 miles

ACCESS TO HOUSING OPPORTUNITY

What is Access to Housing Opportunity?

The Access to Housing Opportunity metric identifies areas where the housing stock in a particular area of Charlotte does not provide opportunities for all residents to live. Housing Opportunity, for the purposes of this analysis, is defined as the ability for residents of all income, household compositions, and life stages to access housing options that meet their needs and economic conditions.

Access to housing opportunity is analyzed using six measures[3]:

- Housing Unit Diversity;

- Housing Cost;

- Housing Size;

- Subsidized Housing;

- Tenure; and

- Level of (Re)Investment.

The Importance of Improving Access to Housing Opportunity

Neighborhoods should include unique compositions of housing types, but they should also include some diversity of housing stock to help promote diversity and inclusion throughout the entire community. It can also be difficult for a family or household to stay within a neighborhood they desire as circumstances change if all the housing units that are available are of the same size and type. Different life circumstances can result in the need for owning or renting, a yard requiring lots of maintenance versus a relatively maintenance free attached unit, and one or two bedrooms as opposed to three or more. Access to housing opportunity in a neighborhood also results in access to the amenities, goods, services and employment opportunities nearby. A variety of housing opportunities may reduce the barriers to entry into an area with the job of choice or right mix of opportunities nearby.

[3] Grid cells that meet the "opportunity" criteria for each of the 6 metrics are scored with a 1, while those that do not meet the criteria receive a 0. Scores are added to create a final Access to Housing Opportunity score. The primary housing data source is Mecklenburg County tax parcel data (2019). Additional data includes building permits (Mecklenburg County, 2017-2019), rental housing (apartment) properties (City of Charlotte, 2020), subsidized housing units (units with development-based rental assistance, Quality of Life Explorer, 2017), and household income (US Census, 2018).
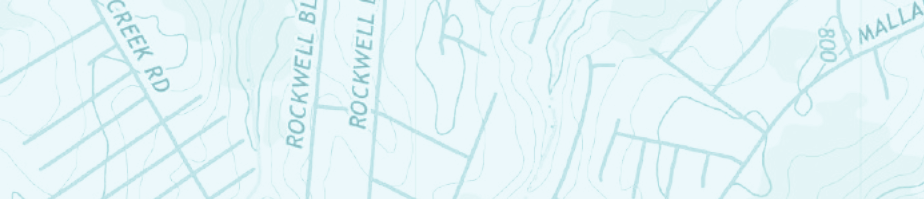

Access to Housing Opportunity

- - - - - City of Charlotte Sphere of Influence boundary

▨ vulnerable to displacement

least access ▢▢▢▢▢▢▢ most access

0   5   10 miles
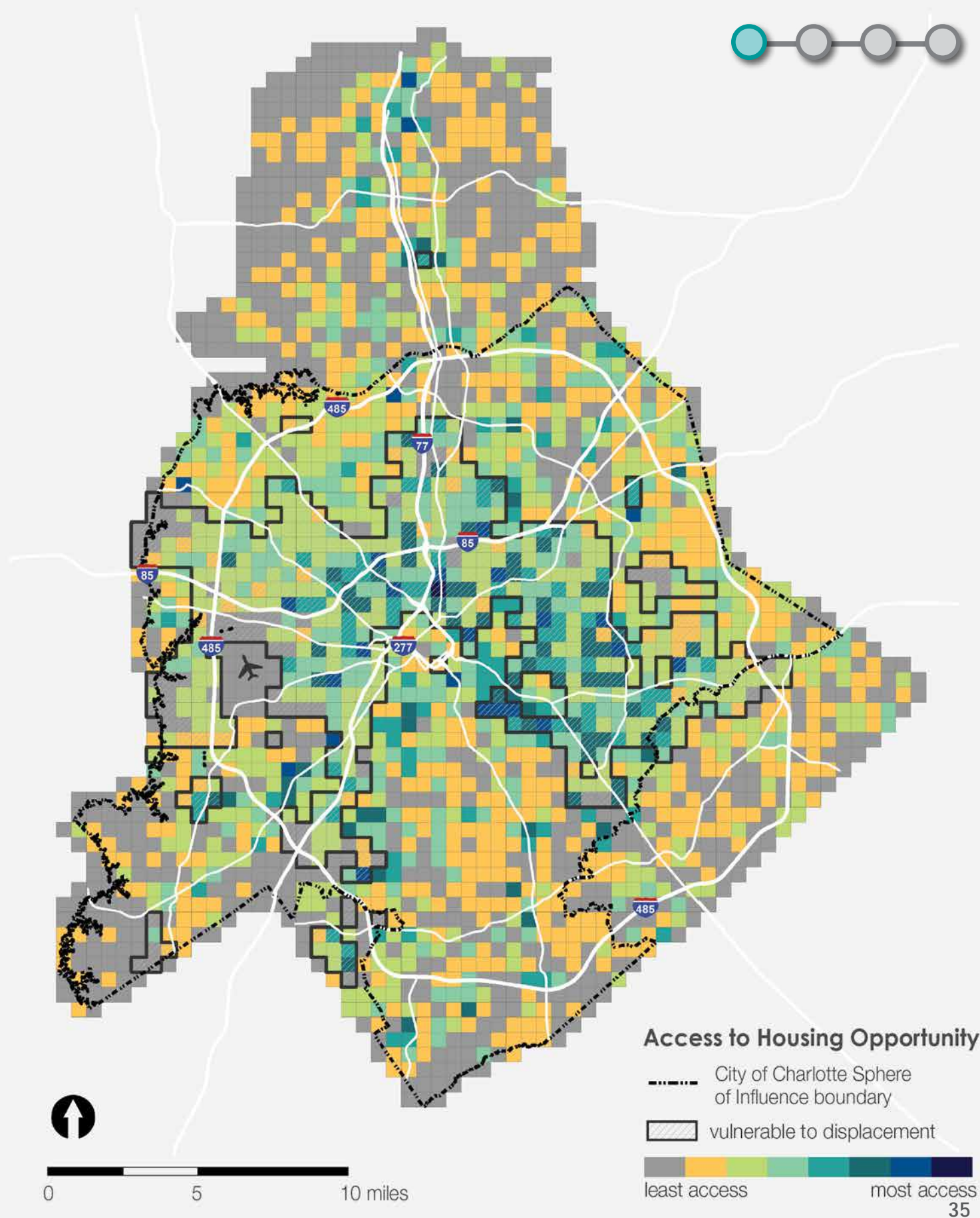
ACCESS TO EMPLOYMENT OPPORTUNITY

What is Access to Employment Opportunity?

The access to employment opportunity metric identifies areas with a lack of employment opportunities for residents. Employment Opportunity is defined as the ability for residents to live proximate to jobs that are attainable for a variety of residents and provide a family sustaining wage.

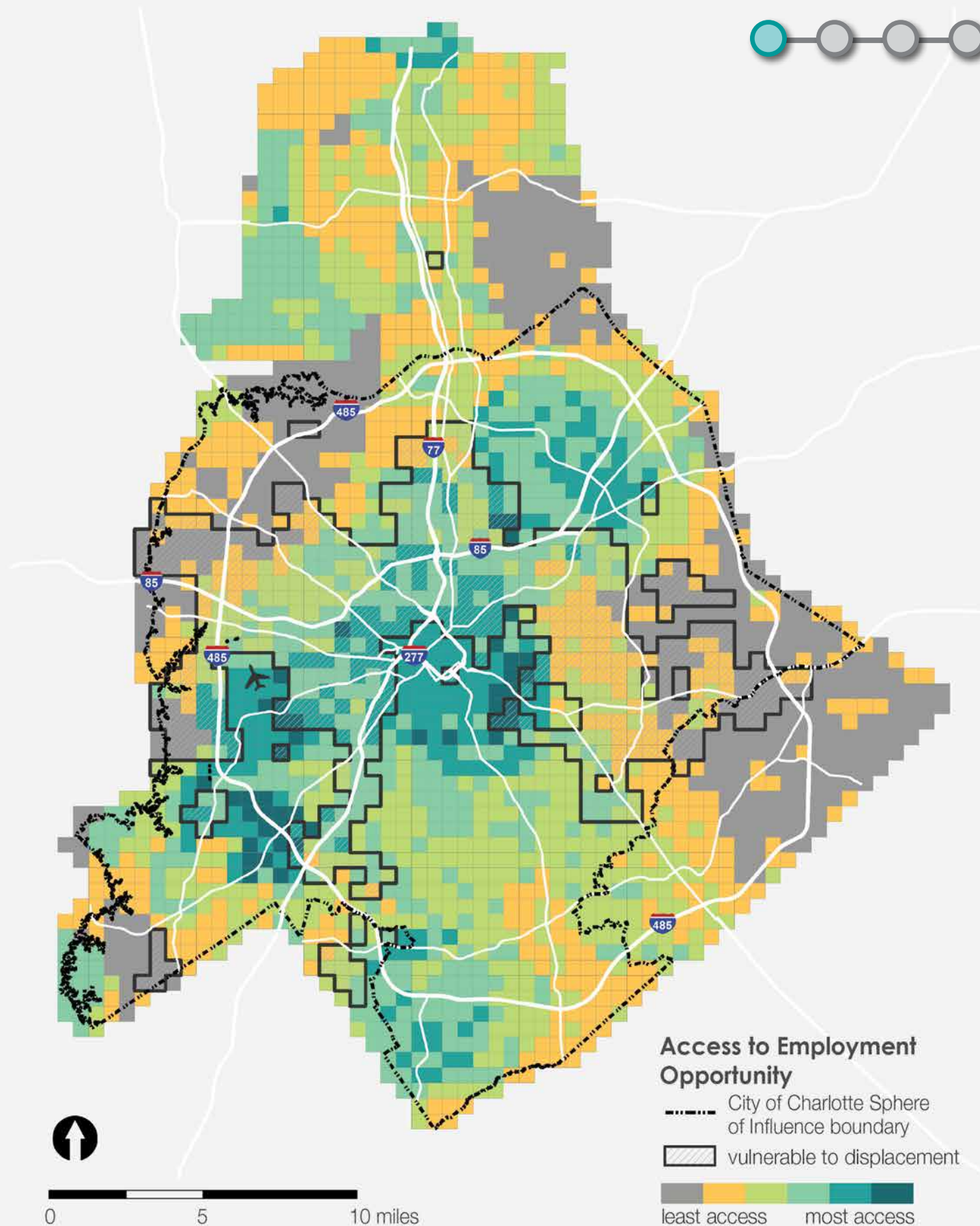Access to Employment Opportunity is analyzed using five measures[4]:

- Proximity to Employment;

- Employment in Commute Shed;

- Wage Levels;

- Middle Skill Jobs; and

- Knowledge Based Jobs.

The Importance of Improving Access to Employment Opportunity

The financial stress and wellbeing in a household is largely driven by the balance – or lack of balance in many cases – of income and household expenses. The two largest household expenses are housing and transportation. And the largest driver of both income and transportation costs is related to employment opportunity. It can be challenging to find a good paying job that matches a person's skills close to an area they can afford to live. In most cases, the individual will compromise and take a lower paying job that may not be as good of a fit or have to spend a good portion or all of the higher pay they receive on getting to and from work. Thus, Access to Employment Opportunity is largely related to Access to Housing Opportunity. In addition, it should be noted that education and training are an important component in promoting upward mobility and aligning individual skills and expertise with employment opportunities.

[4]Grid cells that meet the "opportunity" criteria for each of the 5 metrics are scored with a 1, while those that do not meet the criteria receive a 0. Scores are added to create a final Access to Employment Opportunity score.All employment metrics are measured using US Census Longitudinal Employer-Household Dynamics (LEHD) employment data (2017). Data is reported at the Census Block level, and aggregated to grid cells based on the centroid location of each Block.

Access to Employment Opportunity

······· City of Charlotte Sphere of Influence boundary

▨ vulnerable to displacement

least access   most access

0   5   10 miles

ENVIRONMENTAL JUSTICE

What is Environmental Justice?

Environmental justice seeks to minimize and equalize effects of environmental hazards among the entire community regardless of income, race, education level and age. Issues of environmental justice often arise from geographic or procedural inequities. Geographic inequities occur when neighborhoods with high percentages of low-income residents, minority residents, and/or immigrant communities take more than their share of the worst environmental hazards, nuisance impacts, and resulting health problems from exposure to these hazards. Procedural inequities occur when the same neighborhoods face obstacles to participate in the decision-making process for projects that directly affect their neighborhoods.

Many factors contribute to these geographic and procedural inequalities. These include a development pattern that concentrates undesirable or unhealthy land uses in certain areas, the placement of desirable public amenities outside of disadvantaged communities and limited or non-existing political influence among certain demographic groups. The following measures – coupled with sociodemographic characteristics captured in the Populations Vulnerable to Displacement metric – are used to measure environmental justice (or injustices as the case may be).
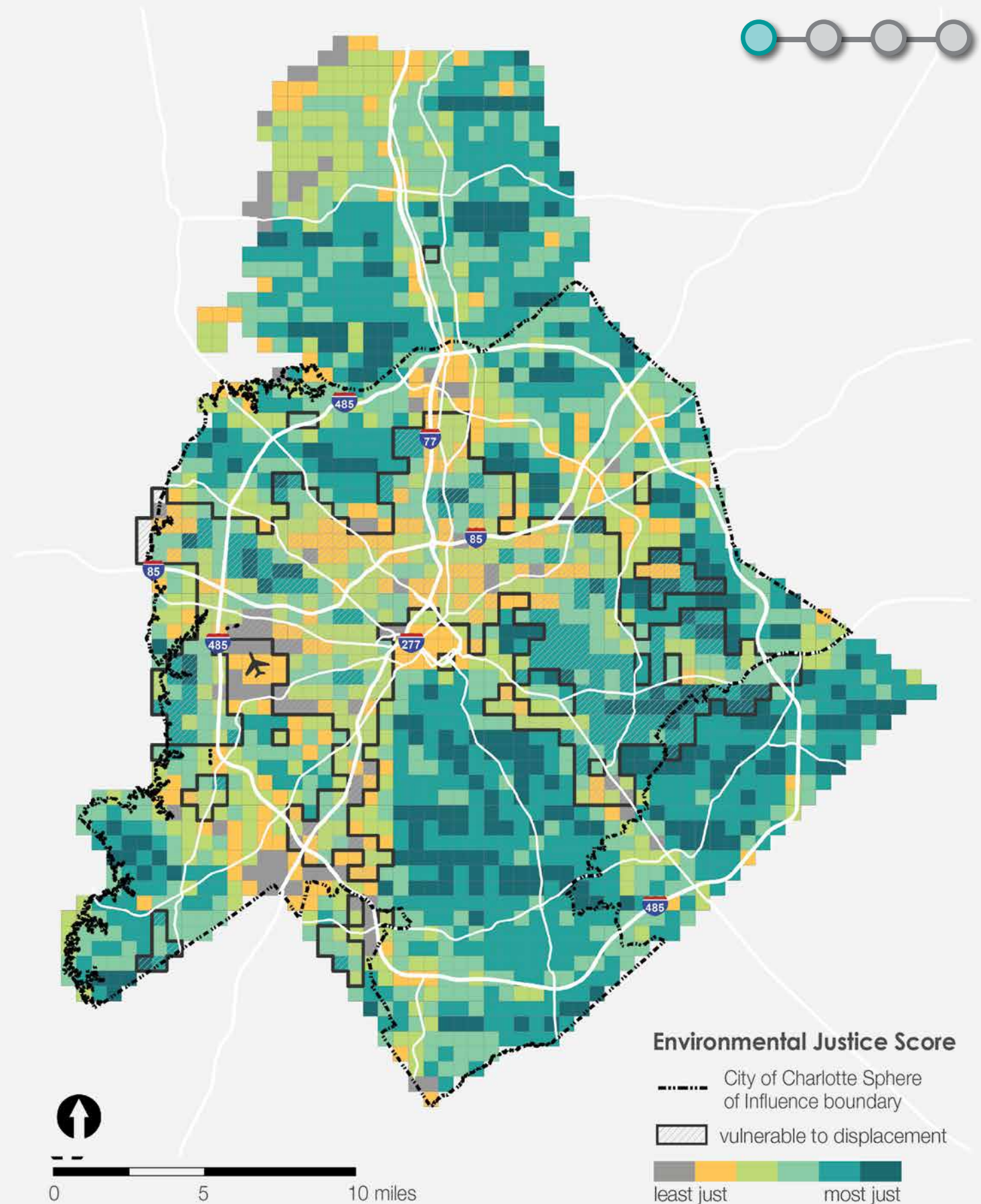
Environmental Justice is analyzed using five measures[5]:

- Tree Canopy;

- Impervious Surface;

- Proximity to Heavy Industrial Uses (including extraction operations (i.e., quarries));

- Proximity to Major Transportation Infrastructure; and

- Floodplain.

The Importance of Improving Access to Environmental Justice

As previously stated, the costs and benefits of growth and change in Charlotte have been distributed inequitably throughout the community for decades, if not centuries. Some of the major costs of development include nuisance and health impacts of large land use and infrastructure decisions. Highways and other disruptive infrastructure divided neighborhoods and now focus pollutants and noise generated on those facilities in the neighborhoods that remain nearby. Similarly, land use decisions have often resulted in a lack of trees and greenspace in lower income and black neighborhoods. Flooding risk is increasing with climate change and many lower income neighborhoods are most susceptible. Along with enhanced standards and regulations addressing many of these issues for the entire community, decisions regarding land use, new development and infrastructure investments should be made with these disparities and new consequences in mind.

[5] Grid cells that meet the environmental justice criteria for each of the 5 metrics are scored with a 1, while those that do not meet the criteria receive a 0. Scores are added to create a final Environmental Justice score. Environmental justice data sources include a tree canopy study (Mecklenburg County, 2016), impervious surfaces (Mecklenburg County, 2020), zoning (heavy industrial zoning districts, City of Charlotte, 2020), major transportation infrastructure (freeways, expressways, railroads and the airport, Mecklenburg County, 2020), and FEMA Existing 100 Year Floodplain (Mecklenburg County, 2020).

Environmental Justice Score

- ---- City of Charlotte Sphere of Influence boundary
- ▨ vulnerable to displacement

least just ———— most just

0   5   10 miles

GROWTH STRATEGY

It became readily apparent during the development of the Comprehensive Plan that detailed mapping at the neighborhood and community level would not be equitable and inclusive if conducted on a citywide scale. Thus, a first step in the implementation of the Equitable Growth Framework and the Comprehensive Plan will include mapping of Place Types (see Section Two for more detail) and then developing Community Area Plans for the entire city (see Section Four and Appendix A for more detail) with recommendations for public investments and desired community benefits. With that said, there are clear tenants of the overall growth strategy that are shared across the entire community and have been foundational in developing the components of Complete Communities and Places, as well as the Plan's Policy Framework.

The major tenets of the community's desired growth strategy include:

- **Develop a more localized and context sensitive network of Connected Corridors and Neighborhood Centers:** While the community expressed a strong desire to bolster and grow large mixed use centers like Uptown, University City and Ballantyne, an equal or stronger emphasis was on creating improved access to employments and daily amenities, goods and services close to home by promoting more walkable and bikeable corridors and small scale neighborhood centers. Community members highlighted economic and environmental benefits of this emphasis related to shorter trips, more transportation options, more equitable access, and a development pattern that still focused on concentrating growth, but in smaller footprint and less intensive ways.

- **Accommodate a large portion of projected growth along our existing and planned transit and other transportation corridors:** The community is concerned about the pressure that housing and employment growth is creating in established neighborhoods. While many community members expressed a desire to strategically diversify existing neighborhoods, a focused emphasis of new growth along transportation corridors was identified as an opportunity to help retain the character and charm of existing residential areas. A particular emphasis has been identified for transit corridors, as well as trails and other bicycle friendly connections. The combined focus will help to leverage investments in transportation options and better manage demands on the existing roadway network. Community members also expressed a desire for larger scale Community and Regional Activity Centers to be developed along and connected by multimodal corridors.

- **Ensure existing neighborhoods and businesses have opportunities to thrive and benefit from public and private investment:** As articulated throughout Section One and emphasized in the Equitable Growth Framework, the community wants a set of goals and recommendations in the Comprehensive Plan and companion planning efforts that plan for the inclusion of and benefit to existing residents and businesses. From new housing and employment opportunities to new investments in transportation, recreation and entertainment, the needs of current residents and businesses should be considered and incorporated into both public and private investments. The community desires an asset-based approach to planning and development in existing places that celebrates, enhances

and integrates the best parts of neighborhoods (including the people) rather than planning for or allowing mass replacement and displacement.

- **Allow greater varieties of housing types in neighborhoods around mixed-use activity centers:** While the community expressed a strong desire to retain the character, charm and relative affordability of existing neighborhoods, there was also a desire to introduce new housing options throughout the community. Coupled with development and design standards to ensure context sensitive development, many community members supported strategically introducing more housing types in existing neighborhoods. And nearly all participants in the planning process supported creating a greater variety of housing options in new development, especially new neighborhoods, along corridors and in mixed use activity centers.

- **Create more complete places that are walkable and bikeable:** Although it is related to several of the other growth strategies, Complete Places that are well connected cannot be underemphasized. Many community members highlighted the fact that neighborhoods and business districts that already benefit from a diverse mix of offerings and amenities are receiving more investments in the form of private development and public infrastructure that make these places even more desirable. In addition, the community expressed concerns that individual developments were not context sensitive, not contributing to a larger whole, and not benefiting existing residents and businesses nearby. Thus, the goals that follow and Section Two of this Plan emphasis the creation of complete communities and complete places throughout Charlotte.
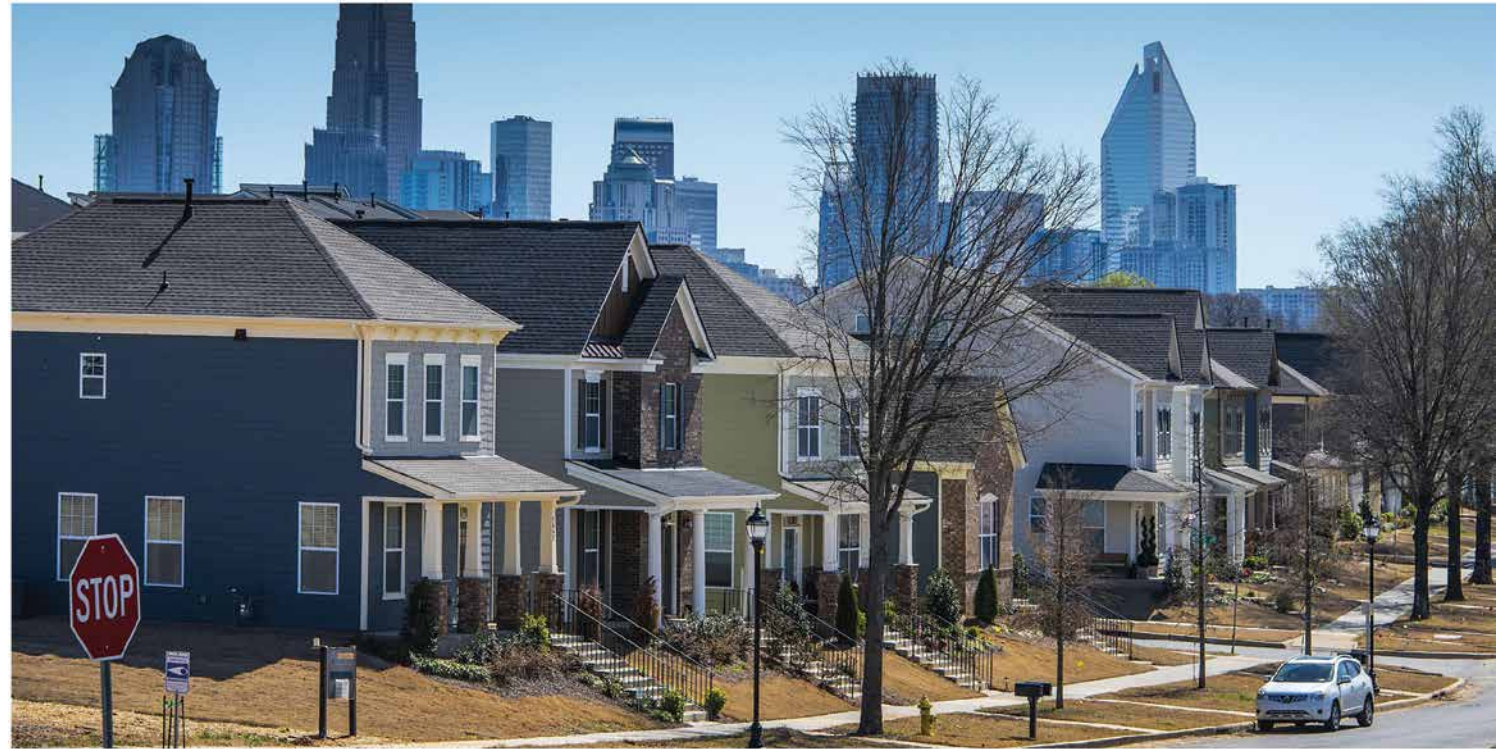
GOALS

The Comprehensive Plan goals reflect the voices of our community. They make critical connections between community values, guiding principles and vision elements; articulate key elements of the growth strategy and establish the foundation for complete communities and complete places; and provide the structure for the Plan's Policy Framework presented in Section Three.

GOAL 1: 10-MINUTE NEIGHBORHOODS

All Charlotte households will have access to essential amenities, goods, and services within a comfortable and tree-shaded 10-minute walk, bike, or transit trip by 2040.

GOAL 2: NEIGHBORHOOD DIVERSITY AND INCLUSION

Charlotte will strive for all neighborhoods to have a diversity of housing options by increasing the presence of middle density housing (e.g. duplexes, triplexes, fourplexes, townhomes, accessory dwelling units, and other small lot housing types) and ensuring land use regulations allow for flexibility in creation of housing within existing neighborhoods.

GOAL 3: HOUSING ACCESS FOR ALL

Charlotte will ensure opportunities for residents of all incomes to access affordable housing through the preservation of naturally occurring affordable and workforce housing and increasing the number of affordable and workforce housing units through new construction.

GOAL 4: TRANSIT- AND TRAIL-ORIENTED DEVELOPMENT (2T-OD)

Charlotte will promote moderate to high-intensity, compact, mixed-use urban development along high-performance transit lines and near separated shared-use paths or trails.

GOAL 5: SAFE AND EQUITABLE MOBILITY

Charlotte will provide safe and equitable mobility options for all travelers regardless of age, income, ability, race, where they live, or how they choose to travel. An integrated system of transit, bikeways, sidewalks, shared-use paths, and streets will support a sustainable, connected, prosperous, and innovative network that connects all Charlotteans to each other, jobs, housing, amenities, goods, services, and the region.

What we heard from the Community:

- Address disparities and inequity in access to basic daily household needs
- Ensure all parts of Charlotte are a part of future growth
- More equitable distribution/allocation of costs and benefits
- Help to keep and create a variety of housing that is attainable for all residents

- Focus a good portion of growth in mixed use centers and along transportation corridors
- Add more high-quality transit and trail connections throughout the community, especially in places with poor access today
- Create safer and more accessible transportation infrastructure and options across the entire city
- Create more places that are accessible from neighborhoods that are walkable and bikeable
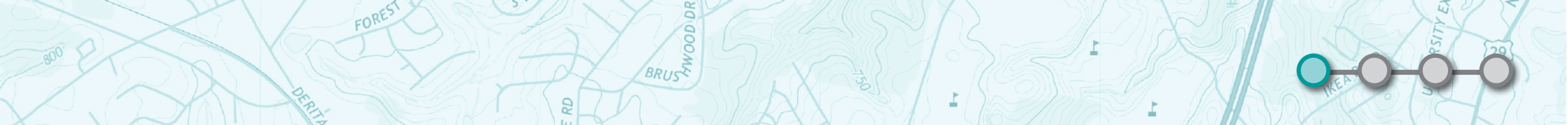
GOAL 6: HEALTHY, SAFE, AND ACTIVE COMMUNITIES

All Charlotteans will live and work in safe and resilient neighborhoods that enable healthy and active lifestyles by reducing exposure to harmful environmental contaminants, expanding and improving the quality of tree canopy, encouraging investment in walking, cycling, and recreation facilities, and providing access to healthy food options and health care services.

GOAL 7: INTEGRATED NATURAL AND BUILT ENVIRONMENTS

Charlotte will protect and enhance its surface water quality, tree canopy, and natural areas with a variety of trees, plantings, green infrastructure, green building practices, and open space at different scales throughout the entire community as a component of sustainble city infrastructure.

GOAL 8: DIVERSE AND RESILIENT ECONOMIC OPPORTUNITY

Charlotteans will have opportunity for upward economic mobility through access to a diverse mix of jobs and careers that align with education and skill levels of residents and the economic strengths of the region.

GOAL 9: RETAIN OUR IDENTITY AND CHARM

Charlotte will cultivate community-driven placemaking and identity, while limiting displacement and retaining the essence of existing neighborhoods by intentionally directing redevelopment.

GOAL 9: 10: FISCALLY RESPONSIBLE

Charlotte will align capital investments with the adopted growth strategy and ensure the benefit of public and private sector investments benefit all residents and limit the public costs of accommodating growth.

What we heard from the Community:

- Address large disparities in factors contributing to personal and community health
- Create strategies to address healthy food deserts
- Maintain and enhance Charlotte's tree canopy, drainage ways and natural areas
- Plan for better air quality and water quality
- Integrate sustainable and resilient building and development practices

- Support upward mobility
- Improve access to and diversity of employment options, especially on east and west sides
- Mitigate residential and business displacement
- Use community resources efficiently
- Leverage public dollars to guide and shape private investment
- Address major disparities in spending across the community

GUIDING PRINCIPLES
See page 24

EQUITABLE **AUTHENTIC** **INTEGRATED** **RESILIENT**

VISION ELEMENTS
See page 25

INCLUSIVE & DIVERSE **LIVABLE & CONNECTED** **HEALTHY & SUSTAINABLE** **PROSPEROUS & INNOVATIVE** **REGIONAL**

EQUITABLE GROWTH METRICS
See page 29

VULNERABILITY TO DISPLACEMENT **ACCESS TO ESSENTIAL AMENITIES, GOODS, AND SERVICES** **ACCESS TO HOUSING OPPORTUNITY** **ACCESS TO EMPLOYMENT OPPORTUNITY** **ENVIRONMENTAL JUSTICE**

PLAN GOALS
See page 42 and Section 3

1. 10-MINUTE NEIGHBORHOODS
2. NEIGHBORHOOD DIVERSITY AND INCLUSION
3. HOUSING ACCESS FOR ALL
4. TRANSIT- AND TRAIL-ORIENTED DEVELOPMENT
5. SAFE AND EQUITABLE MOBILITY
6. HEALTHY, SAFE, AND ACTIVE COMMUNITIES
7. INTEGRATED NATURAL AND BUILT ENVIRONMENTS
8. DIVERSE AND RESILIENT ECONOMIC OPPORTUNITY
9. RETAIN OUR IDENTITY AND CHARM
10. FISCALLY RESPONSIBLE

02
COMPLETE COMMUNITIES

2.1 COMPLETE COMMUNITIES AND PLACES

During the Comprehensive Plan engagement process the community communicated a desire for all areas of Charlotte to meet the needs of nearby residents and employees. Charlotteans expressed the need for access to their everyday essentials as well as amenities such as parks, shops, restaurants, trails, and community centers near where they lived. These needs were also reflected in the findings from the Equity Framework maps. Neighborhoods that provide people with safe and convenient choices for a variety goods and services, jobs, and housing options are considered equitable and Complete Communities. A key objective of the Comprehensive Plan, as expressed through the public engagement, is to help ensure all areas of Charlotte can become Complete Communities.

A Complete Community is made up of a variety of places that provide opportunities for people to live, work, and play. Many neighborhoods in Charlotte today are more or less single use. For example, residential neighborhoods that have no nearby goods and services, or employment areas that are far removed from the housing where employees live. These more or less single use areas mean that the average Charlottean has to travel farther and longer to access all of their needs. It also means that those who have limited or no access to driving, biking, or using transit may not have their needs met. An incomplete community impacts equity, transportation, health, and the environment.

By locating a variety of places near each other, communities can benefit from supporting uses, like homes adjacent to opportunities to shop and dine, or employment centers close to commercial areas where people can access services after work. In addition to a variety of places, a Complete Community includes a variety of amenities and benefits within each place. This means embedding high-quality parks, open space, pedestrian and bicycle facilities, parking, and other community benefits within each place that makes up an area. The desire for Complete Communities with accessible amenities and strategically located uses led to the creation of the Place Types.
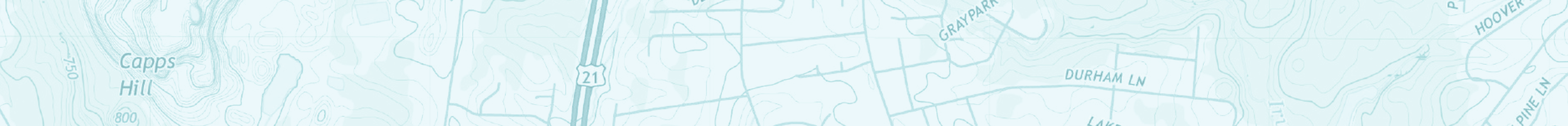
COMPLETE PLACES

Most comprehensive planning documents provide direction for future growth through a land use map. Future land use, which informs parcel-based zoning, does not give guidance on the aspects of place like building form, streets, multi-modal facilities and connections, and open space, that make it comfortable for those who use it. To achieve the goal of truly Complete Communities, the

Charlotte Future 2040 Comprehensive Plan uses Place Types, which provide direction beyond just land use at the parcel level. A Place Type thinks about a place more holistically and at a larger scale, incorporating guidance for land use, transportation, layout, and design. A Place Typology defines a set of Places that are unique and authentic to the community and its needs.

COMPONENTS OF A PLACE TYPE

There are several components of the Place Types guidance provided in this Plan. These are the categories that are used to organize the direction for each of Charlotte's Places. More detailed guidelines for the Place Types can be found in the Place Types Manual Appendix. Each component is described in further detail below.

Land Use:

- Land Use lays out the primary and secondary uses that will be found in each Place, as well as any supporting uses. This section also provides some guidance as to how those uses may be laid out within a Place Type, for example, where there should be higher or lower density development of the specified land uses.

Character:

- This category gives a broad picture of the characteristics that make the Place Type identifiable, such as the general building type, lot size, public space, and layout.

Mobility:

- Mobility describes how people travel to and within Place Types. This category includes guidance for the street network, pedestrian and bicycle facilities, transit facilities, access, and mode share for each Place Type.

Building Design:

- This category establishes direction for the form, placement, and orientation of buildings within a Place Type. This includes recommendations for building height, style, step backs, and interface with the public realm.

Open Space:

- Open space describes the types of open spaces typically located within a Place Type, including private open space, public open space, parks, greenways, green infrastructure and natural or preservation areas. It also indicates how prevalent these types should be.

CHARLOTTE PLACE TYPES

Through many rounds of public input and revision 10 distinct Place Types were established for the City of Charlotte. These Place Types represent the types of development and land uses that currently exist in Charlotte, as well as the aspirational character for those types. These Place Types can generally be organized into the categories of the neighborhoods where we live (Neighborhood 1, Neighborhood 2, and Parks and Preserves), the employment areas where we work (Commercial, Campus, Manufacturing & Logistics, and Innovation Mixed-use), and centers where we shop, dine, and play (Neighborhood Center, Community Activity Center, and Regional Activity Center).

NEIGHBORHOOD 1:

- Neighborhood 1 places are the lower density housing areas across Charlotte, where most of the city's residents live, primarily in single-family or small multi-family homes or ADUs.

NEIGHBORHOOD 2:

- Neighborhood 2 places are higher density housing areas that provide a variety of housing types such as townhomes and apartments alongside neighborhood-serving shops and services.

PARKS & PRESERVES:

- Parks & Preserves serve to protect public parks and open space while providing rest, recreation, and gathering places for Charlotteans.

COMMERCIAL:

- Commercial places are primarily car-oriented destinations for retail, services, hospitality, and dining, often along major streets or near interstates.

CAMPUS:

- Campuses are a relatively cohesive group of buildings and public spaces that are all serving one institution such as a university, hospital, or office park.
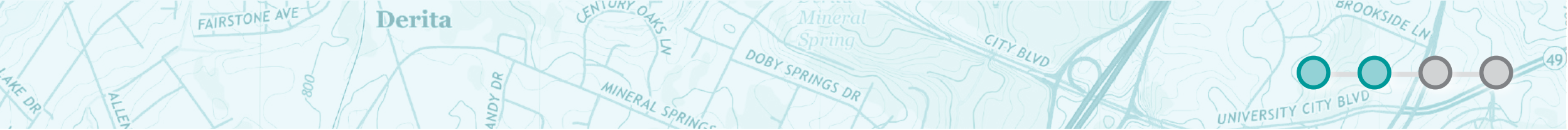

MANUFACTURING & LOGISTICS:

- Manufacturing & Logistics places are employment areas that provide a range of job types, services, and wage levels in sectors such as production, manufacturing, research, distribution, and logistics.

INNOVATION MIXED-USE:

- Innovation Mixed-Use places are vibrant areas of mixed-use and employment, typically in older urban areas, that capitalize on Charlotte's history and industry with uses such as light manufacturing, office, studios, research, retail, and dining.

NEIGHBORHOOD CENTER:

- Neighborhood Centers are small, walkable mixed-use areas, typically embedded within neighborhoods, that provide convenient access to goods, services, dining, and residential for nearby residents.

COMMUNITY ACTIVITY CENTER:

- Community Activity Centers are mid-sized mixed-use areas, typically along transit corridors or major roadways, that provide access to goods, services, dining, entertainment, and residential for nearby and regional residents.

REGIONAL ACTIVITY CENTER:

- Regional Activity Centers are large, high-density mixed-use areas, typically along transit corridors or major roadways, that provide access to goods, services, dining, offices, entertainment, and residential for regional residents and visitors.

RELATIONSHIP TO UNIFIED DEVELOPMENT ORDINANCE

The Place Types in this plan represent the form of future development, as envisioned by the residents of Charlotte. These Place Types will in turn provide the policy-level guidance that will inform the City's Unified Development Ordinance (UDO). Using the intent and direction of the Place Types in the Comprehensive Plan and the upcoming Future Place Types Mapping, the UDO will identify zoning districts and other ordinances that will further define how the Place Types are realized in actual development. Each Place Type will correspond with multiple zoning districts that will provide a high-level of detail and regulatory guidance on items such as height, lot size, setbacks, adjacencies, and allowed uses.

The high-level policy guidance for each Place Type, that will inform the UDO throughout the life of the Plan, is described in the following sections.

PLACE TYPES: NEIGHBORHOOD 1

Goal: Provide places for neighborhoods with a variety of housing types, where single-family housing is still the predominant use.

Neighborhood 1 places are the lower density housing areas across Charlotte, where most of the city's residents live, primarily in single-family or small multi-family homes or ADUs.

LAND USE

- Single-family detached homes on individual lots are the primary use in this Place Type. Accessory Dwelling Units are frequently found on the same lots as individual single-family detached homes.

- Duplexes, triplexes, quadraplexes, and civic uses, such as parks, religious institutions, and neighborhood scaled schools, may also be found in this Place Type. Smaller lot single-family detached developments, small townhome buildings, and small multi-family buildings on individual lots, as well as civic uses, are also found on some 4+ lane arterials. These building types provide a transition between higher volume streets and the interior of neighborhoods.

- The greatest density of housing in this Place Type is located within ½ mile walk of a Neighborhood Center, Community Activity Center, or Regional Activity Center and is located on an arterial, with a high frequency bus or streetcar route. In some cases, small neighborhood commercial buildings are found in older neighborhoods.

CHARACTER

- Characterized by low-rise residential buildings, uniformly setback from the street, and generally consistent lot sizes. Front lawns, landscaped yards, and tree-lined sidewalks are found between residences and the street, and individual back yards are commonly found for each main residential building.

- Many of the individual neighborhoods in this Place Type have unifying characteristics, such as setbacks and building heights, that have been maintained over time. Others have seen changes in these and other characteristics.

Mostly Residential Land Uses

MOBILITY

- A very well-connected local street network provides safe and direct access throughout the neighborhood and to and through the neighborhoods and adjacent Place Types. This street network helps disperse vehicular traffic and allows residents to walk or bike to transit and nearby destinations.

- Arterial streets also support walking, cycling, and transit use by providing a safe and comfortable environment to reach transit or nearby destinations.

- Direct access to buildings, parks, and other facilities is usually from Local streets, with more limited access opportunities along arterials. Alleys are also used to provide access to residences located on narrower lots.

BUILDING FORM

- The typical building in a Neighborhood 1 place is a low-rise residential building up to 3 or 4 stories. Townhome style buildings, whether single-family attached or multi-family, typically have 5 or fewer units. The size of civic and institutional buildings varies based on context and accessibility.

OPEN SPACE

- Private yards and improved common areas are typical open spaces in this Place Type. Public open spaces such as small parks and greenways, and natural open spaces such as tree preservation areas, are also an important feature and should be included in neighborhoods.

CLOSEUP HIGHLIGHTS

(A) Comfortable sidewalks with planting strips and shade trees

(B) Alleys in select locations to access garages and ADUs

(C) Multiple housing types in proximity to each other

(D) Accessory Dwelling Units typically accessed off alleys

(E) Transition to Adjacent Place Types

Existing Place Type Layout

BIRD'S EYE HIGHLIGHTS

(A) Infill low- and medium-density residential development (including single family detached, ADU's, townhomes, cottage courts, and duplexes/triplexes)

(B) Enhanced and additional small public parks/open spaces

(C) Improved vehicular connectivity

(D) New trails, enhanced pedestrian connectivity and walkability

(E) Neighborhood Center at major intersection

(F) Transition in density to surrounding uses

Aspirational Place Type Layout

Place Type graphics are conceptual and for illustrative purposes only

Typical Uses

- Single Family Residential
- Single Family Attached Residential
- Multi-Family Residential
- Commercial
- Mixed Use
- Office
- Parking Lot
- Closeup Graphic Viewpoint

NOTABLE CHARACTERISTICS

1. Landscaping and front yards provide residences with a transition from the street.

2. Townhome style buildings typically have no more than five units and have a similar character and style to the surrounding neighborhood.

3. Civic and institutional buildings support the neighborhood and can vary in size.

4. Wide sidewalks with a buffer from the street provide a comfortable pedestrian environment for all residents and should be consistent throughout Neighborhood 1.

5. Buildings along a block are usually a similar size and distance from the street to create a cohesive neighborhood character.

6. Buildings are typically oriented to the street with the main entrances connecting to the public sidewalk. In some cases, buildings face shared open space, or adjacent parks and greenways, but street facing sides of buildings still include prominent entrances and provide pedestrian access from the public sidewalk.

PLACE TYPES: NEIGHBORHOOD 2

Goal: Provide a range of moderate to higher intensity housing types, including apartment and condominium buildings, to meet the needs of a diverse population.

Neighborhood 2 places are higher density housing areas that provide a variety of housing types such as townhomes and apartments alongside neighborhood-serving shops and services.

LAND USE

- The primary uses in this Place Type are multi-family and single-family attached residential, including some buildings with ground floor, non-residential uses.

- Lower intensity housing types are also found in Neighborhood 2, especially as part of a large development with a mix of housing types. Neighborhood 2 places also include civic uses such as schools, neighborhood parks, and religious institutions.

CHARACTER

- This Place Type is characterized by low- to mid-rise multi-family residential buildings, in a walkable environment. Neighborhood 2 places include larger scale residential buildings than are found in Neighborhood 1 and residential developments typically include shared community amenities, such as open spaces or recreational facilities, and common parking areas.

MOBILITY

- Because Neighborhood 2 places typically serve as a transition between lower-density development and higher-intensity commercial or mixed-use centers, they have a very well-connected and dense street network with short blocks. This provides multiple route options to better accommodate walking, cycling, and transit use.

- Both Local and Arterial streets are designed to support and encourage walking, cycling, and transit use to reach transit or nearby destinations.

Mostly Residential Land Uses With Neighborhood-Serving Commercial

BUILDING FORM

- The typical building is a single-family attached or multi-family building and is usually not more than five stories. Civic and institutional buildings vary in size based on their context and accessibility.

- Buildings are designed with active ground floor uses, either residential or in some instances commercial, to support a vibrant pedestrian environment. Buildings with ground floor commercial have tall ground floors and a high degree of transparency using clear glass windows and doors.

OPEN SPACE

- This Place Type includes privately owned, common open space that serves individual residential developments. This open space takes a range of forms, from playgrounds and recreation spaces, to plazas, courtyards, and rooftop decks. Public open spaces such as small parks and greenways, and natural open spaces such as tree preservation areas, are also an important feature and should be included in neighborhoods.

CLOSEUP HIGHLIGHTS

(A) Infill development forming a consistent street edge

(B) Trail-oriented development

(C) Shared public open spaces

(D) Neighborhood trail connections

(E) Comfortable sidewalks with planting strips and shade trees

(F) Mix of different housing types (including townhomes, condos, and medium-density residential development)

(G) Transition to Adjacent Place Types

Existing Place Type Layout

BIRD'S EYE HIGHLIGHTS

(A) Medium- and high-density 2-5 story residential infill and redevelopment (ADUs, townhomes, multi-family residential, and mixed-use)

(B) Buildings oriented toward streets, trails, or open space

(C) Transition to lower-density neighborhoods and Neighborhood Activity Center

(D) Frequent pedestrian connections to and between buildings and blocks

(E) Additional small public parks/open spaces

(F) On-street parking, parking garages, and small parking lots to the side, interior, or behind buildings

(G) New trails, enhanced pedestrian connectivity and walkability

Aspirational Place Type Layout

Typical Uses

Single Family Residential	
Single Family Attached Residential	
Multi-Family Residential	
Mixed Use	
Institutional	
Parking Lot/Garage	
Closeup Graphic Viewpoint	

NOTABLE CHARACTERISTICS

1. Buildings come in a variety of sizes and styles, but should all be sensitive to the character and style of the surrounding neighborhood.

2. Civic and institutional buildings support the neighborhood and can vary in size.

3. Buildings are designed to orient to streets with prominent entrances that provide pedestrian access from the public sidewalk and well-designed facades that create a more vibrant public realm.

4. Buildings may also orient toward shared open spaces and abutting parks and greenways.

5. Multi-family buildings often have commercial uses on the ground floor to create a more active public realm and also provide neighborhood-serving uses to residents. Active ground floors should be easily visible and inviting.

PLACE TYPES: PARKS AND PRESERVES

Goal: Protect land that is intended to remain as parks or natural preserves in perpetuity. These places contribute to the quality of life of residents and visitors by providing places to gather and recreate, and further the environmental quality of our ecosystems including the tree canopy, waterways, and wildlife habitats.

Parks & Preserves serve to protect public parks and open space while providing rest, recreation, and gathering places for Charlotteans.

LAND USE

- Primary uses may include larger public parks, cemeteries, wildlife refuges, nature preserves, and recreational centers and facilities. Limited commercial uses may be compatible in some Parks and Preserves.

CHARACTER

- This Place Type is characterized by natural areas, green spaces with tree canopy, and active uses where appropriate. Structures are typically limited in number and are intended to support on-site recreational activities and/or civic uses.

- Active uses and structures are located so as to provide minimal impact to sensitive environmental features.

MOBILITY

- Parks and Preserves are easily and directly accessible from all places and are located along all street types. Any streets leading to, by, or through these places are designed to encourage safe and comfortable access by all transportation modes.

- The internal transportation network typically consists of pedestrian and bicycle paths for smaller parks, and for larger Parks and Preserves also includes driveways and very low-speed Local streets to provide access to internal facilities. Both the streets and the off-street network are well-connected and include pedestrian and bicycle facilities, even where natural features and large recreational areas limit street connections.

Mostly Recreational Land Uses

BUILDING FORM

- Typical buildings in this Place Type include recreation facilities, nature centers, restroom facilities, shelters, maintenance buildings, and accessory commercial structures such as concession stands. Building sizes vary depending on the purpose of the building and the setting and are typically low-rise.

OPEN SPACE

- Open space is the primary element of this Place Type. Depending on the purpose, the on-site open spaces typically include preserved natural areas, outdoor recreation facilities, or both. Examples of other open spaces include community or botanical gardens, arboreta, and landscaped areas.

CLOSEUP HIGHLIGHTS

(A) Community gathering space with small-scale commercial uses such as cafes along roadway

(B) Amenities interspersed throughout the public realm (benches, tables, trash receptacles, bike parking, etc.)

(C) Active space including sports fields/courts, play area, and community garden

(D) Safe multi-use paths, accommodating a lot of people and activation

(E) Transition to Adjacent Place Types

Existing Place Type Layout

BIRD'S EYE HIGHLIGHTS

(A) Increased tree canopy in open/passive spaces

(B) Frequent paths and connections (including to regional trails/greenways)

(C) Active space including sports fields/courts, play area, plaza, and community garden

(D) A mix of passive and active spaces

(E) New buildings in/along park including small low-intensity commercial node (eg. cafes) and civic buildings (eg. library, nature center, etc.)

Typical Uses

Single Family Residential	Institutional
Single Family Attached Residential	Parking Lot
Multi-Family Residential	Closeup Graphic Viewpoint
Commercial	

Aspirational Place Type Layout

Place Type graphics are conceptual and for illustrative purposes only

NOTABLE CHARACTERISTICS

1. Buildings typically include recreation facilities, nature centers, restrooms, shelters, maintenance buildings, and small shops such as concession stands. Sizes vary depending on the purpose of the building and the setting, but are typically only a few stories.

2. Preserves provide a natural setting and may include a variety of ways to interact with it, including paths, trails, and recreation opportunities.

3. Parks include a variety of activities and facilities for active uses such as sports fields/courts, plazas, play areas, and gardens.

4. Parks and Preserves should all provide easy access and clear paths of travel.

PLACE TYPES: COMMERCIAL

Goal: Provide places for the sale of goods and services in locations readily accessible by automobile.

Commercial places are primarily car-oriented destinations for retail, services, hospitality, and dining, often along major streets or near interstates.

LAND USE

- Typical uses include shopping centers, standalone retail uses, personal services, hotels, restaurants, and service stations.

CHARACTER

- This Place Type is characterized by low-rise retail structures with a walkable, landscaped public realm that balances automobile, bicycle, and pedestrian design elements.

MOBILITY

- Commercial places are typically located along high-volume arterial streets, limited access roadways, and near interstate interchanges. While uses and sites are generally automobile-oriented, streets are designed to accommodate safe and comfortable travel by all modes of travel.

- Cross-access between adjoining sites limits the number of driveways off arterial streets, thereby improving the public realm and circulation.

- Arterial streets support walking, cycling, and transit use by providing a safe and comfortable environment to reach transit stops, jobs, or nearby destinations.

Mostly Non-Residential Land Uses

BUILDING FORM

- The typical building height is four or fewer stories. If located in an interchange area, buildings may be up to five stories. Long, continuous buildings, especially strip commercial buildings, can be found in Commercial places. These buildings still accommodate the desired block structure and connected street network. Some sites include accessory drive through facilities and gas pumps.

OPEN SPACE

- This Place Type includes numerous improved open spaces such as plazas, patios, and courtyards that may include landscaping. Natural open spaces, such as tree preservation areas, are also found and encouraged here. Landscaping provides an attractive public realm by softening street edges.

CLOSEUP HIGHLIGHTS

(A) Comfortable sidewalks with landscape buffers

(B) Mid-block crossings

(C) Active ground floors with patios/plazas typically behind buildings along major roadways

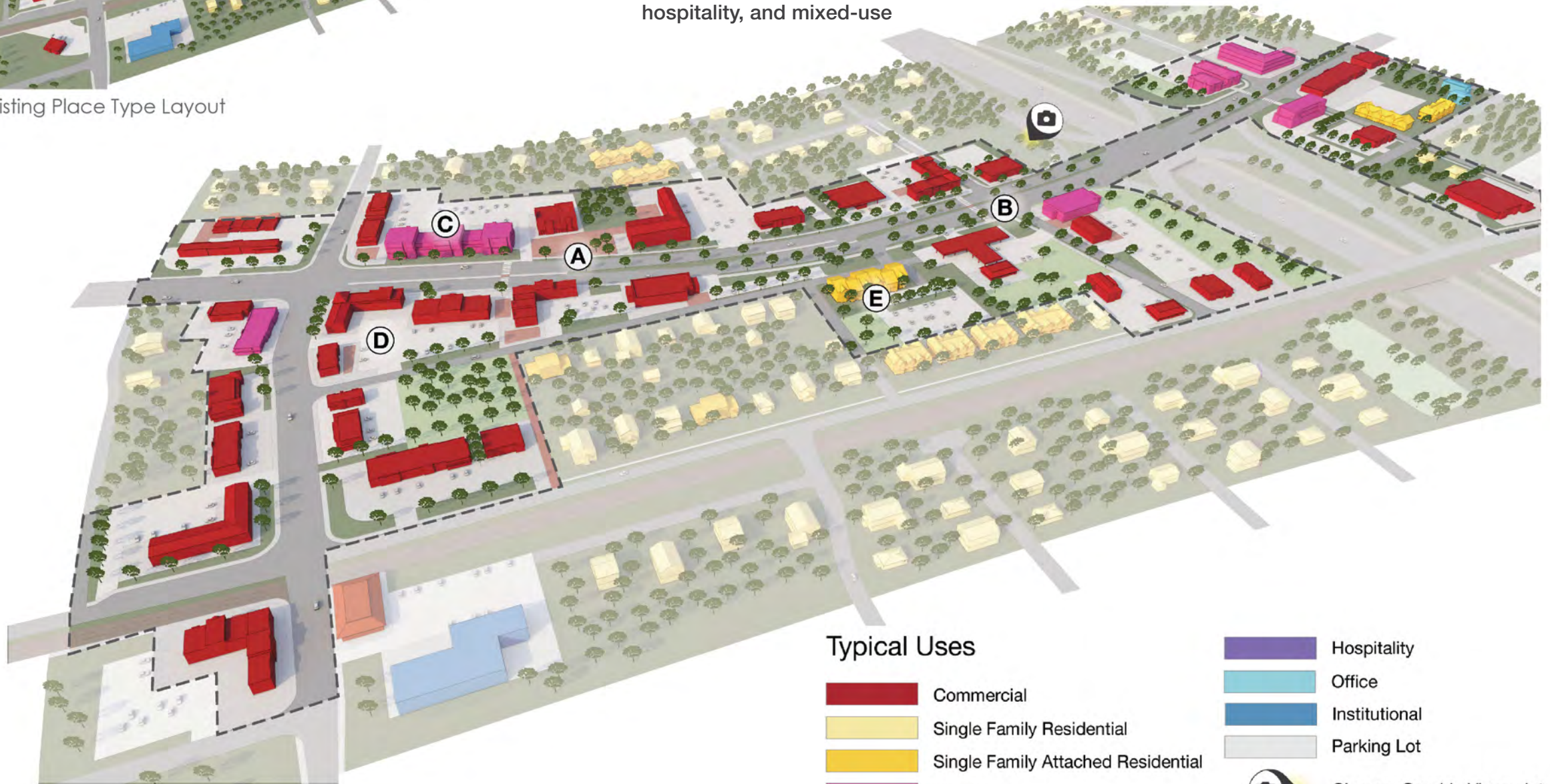(D) Buildings oriented to streets

(E) Signage opportunities

(F) Transition to Adjacent Place Types

Existing Place Type Layout

BIRD'S EYE HIGHLIGHTS

(A) Consolidated driveways and access points

(B) Frequent pedestrian connections to and between buildings and blocks

(C) 1-3 story infill buildings oriented towards the street with commercial, office, hospitality, and mixed-use

(D) On street and surface parking (located to the side and behind buildings as feasible)

(E) Increase in housing density near commercial activity

Typical Uses

■ Commercial	■ Hospitality
■ Single Family Residential	■ Office
■ Single Family Attached Residential	■ Institutional
■ Mixed Use	■ Parking Lot
	◉ Closeup Graphic Viewpoint

Aspirational Place Type Layout

Place Type graphics are conceptual and for illustrative purposes only

NOTABLE CHARACTERISTICS

1. Buildings forms, sizes, and styles vary based on use, but typically buildings are placed along the street whenever feasible.

2. Windows, doors, and clear public entries are located along the street frontage with parking or services on the side or in the rear.

3. Wider planting strips, sidewalks and bike lanes along larger streets separate pedestrians and higher speed vehicles and provide a more comfortable pedestrian environment.

4. Limited parking and drive-though lanes are located between the sidewalk and the front door.

5. Outdoor dining areas along the sidewalk and street provide a more vibrant public realm.

6. Pedestrian connections are provided from the street and sidewalk directly to the front door of commercial buildings.

7. Developments with multiple retail tenants and clear pedestrian connections create a safe, walkable environment.

PLACE TYPES: CAMPUS

Goal: Provide places for large, multi-building institutions, such as educational, religious, civic, or health facilities, or for a concentration of office and research and development uses.

Campuses are a relatively cohesive group of buildings and public spaces that are all serving one institution such as a university, hospital, or office park.

LAND USE

- Primary uses vary, depending on the purpose of the Campus and may include facilities for office, research and development, education, medical, and places of assembly that require a significant amount of space for various activities spread across sites.

- Additional uses intended to support the primary use include residential, retail, hotels, restaurants and dining facilities, sports facilities, laboratories, and galleries intended to serve workers, residents and visitors.

CHARACTER

- This Place Type is characterized by low- to mid-rise office or civic buildings. Some institutional Campuses are more intensely developed and may include some high-rise buildings.

- Campuses may be on one large site or multiple adjacent sites that create a unified appearance with defined edges.

MOBILITY

- Campuses are typically located along at least one arterial street with an internal street network that encourages walking and bicycling, particularly when sites are located near transit routes and stops. More intensely developed Campuses have a denser street network and a higher level of non-auto mode share than less intensely developed Campuses.

Mostly Non-Residential Land Uses

- Campuses should include amenity-rich transit stops and mobility hubs at key entries, stations, and intersections.

- Arterial streets support walking, cycling, and transit use by providing a safe and comfortable environment to reach transit stops or nearby destinations.

BUILDING FORM

- The typical building is an office or civic building and is usually no more than five stories. Residential buildings are also found in this Place Type but are less prevalent. More intensely developed institutional Campuses sometimes include high-rise buildings. Campuses usually have a variety of activities on site, and buildings vary depending on the needs of the primary user. As a result, Campuses have a range of building types and sizes. Buildings are designed with active ground floor uses to support a walkable environment and have a high degree of transparency using clear glass windows and doors.

OPEN SPACE

- Open space is a key feature of this Place Type. Campuses typically include numerous pervious areas, including lawns, passive landscaped areas, park space, and natural open spaces. Improved open spaces such as plazas, courtyards, and outdoor recreational facilities are also important and should be included in all types of Campuses.

CLOSEUP HIGHLIGHTS

(A) Comfortable and convenient internal multi-modal connections

(B) Highly amenitized public realm

(C) Enhanced walkable "main street" connection to adjacent commercial development

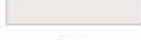(D) Transition to Adjacent Place Types

BIRD'S EYE HIGHLIGHTS

(A) Frequent multi-use path connections between buildings (can double as service drives)

(B) A variety of building heights and densities

(C) Enhanced visual and physical connections to rail and surrounding developments

(D) Open spaces and community gathering spaces as a focal point of site design

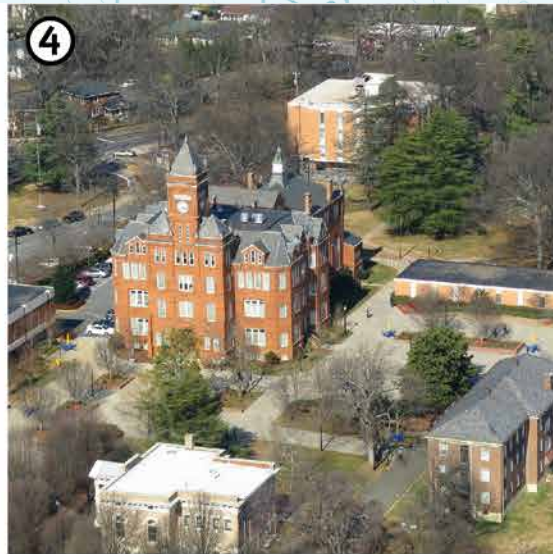(E) Surface parking and garage parking with green roofs when possible

Existing Place Type Layout

Aspirational Place Type Layout
Place Type graphics are conceptual and for illustrative purposes only

Typical Uses

- Institutional
- Commercial
- Mixed Use
- Office
- Single Family Attached Resi
- Multi-Family Residential
- Parking Lot/Garage
- Closeup Graphic Viewpoint

Sugar Creek
Burying
Ground

FREW RD

WELLINGFORD

N TRYON ST

INDUSTRIAL

WOODFIELD DR

OLD COAC

NGTON DR

49

750

NOTABLE CHARACTERISTICS

1. Corporate campuses are often on larger undivided sites and integrate natural systems into the design of passive open space.

2. A traditional educational campus consists of multiple buildings in a more park-like environment, where the interior of the campus is largely pedestrian oriented.

3. An urban campus is organized by the street network much like traditional development.

4. Grand civic architecture often anchors campuses, particularly education campuses.

5. A high amount of active and passive open space is common on campuses and is used as an organizing element for buildings that front on the space.

6. Urban campuses typically include a large multi-wing building with associated buildings located nearby, but connected by private drives, structured parking and private open space.

7. Corporate campuses typically have multiple office buildings of a similar architectural style and highly designed open spaces.

8. The public edges of campuses should provide a welcoming public realm and architectural features that invite pedestrians into the campus.

PLACE TYPES: MANUFACTURING AND LOGISTICS

Goal: Contribute to Charlotte's economic viability by accommodating places of employment for a range of uses related to manufacturing, logistics, production and distribution.

Manufacturing and Logistics places are employment areas that provide a range of job types, services, and wage levels in sectors such as production, manufacturing, research, distribution, and logistics.

LAND USE

- Primary uses include manufacturing, research and development, warehousing, distribution, and other similar uses.

- Uses in this Place Type also include limited office usually to support primary uses; outdoor storage of materials and vehicles; limited hospitality and restaurants, limited retail, and personal services to serve area workers.

CHARACTER

- This Place Type is typically characterized by large scale, low-rise manufacturing or warehouse buildings, and other assembly and distribution facilities.

- Parcels are often large, with buildings placed on the interior of the site surrounded by service areas, outdoor and container storage, parking, and landscape buffers to provide a transition to adjacent uses.

MOBILITY

- Manufacturing & Logistics places are accessible by higher capacity transportation facilities, such as arterials and interstates, as well as by freight rail. These places may also benefit from proximity to airports. Streets accommodate large trucks, while still serving all travel modes.

- The local and collector street network is well-connected to serve sites directly and to provide good access to arterials. Streets and sites prioritize

Mostly Non-Residential Land Uses

access for motor vehicles while still providing safe and comfortable access for other modes of travel. Truck traffic will use routes that do not impact neighborhoods or open spaces.

- Mobility hubs with transit stations, pick-up and drop-off areas, bike parking and rental, and micro-mobility options should be provided within this Place Type to accommodate employees without access to a vehicle.

- Arterial streets support walking, cycling, and transit use by providing a safe and comfortable environment to reach transit stops, jobs, or nearby destinations.

BUILDING FORM

- The typical building is a high-bay, single-story manufacturing, or warehousing building. Buildings widely range in size and scale depending on their context and use. Long, continuous buildings can be found within Manufacturing & Logistics more so than in other Place Types. Nevertheless, buildings accommodate the desired block structure and connected street network.

OPEN SPACE

- Improved open spaces are typically recreational facilities, picnic areas, walking trails, patios, and courtyards provided on individual sites and designed to be used by employees. Natural open spaces, such as tree preservation areas, are also found here. Generous landscaped or natural buffers separate large site, less desirable uses, and the public realm.

CLOSEUP HIGHLIGHTS

Ⓐ Improved bike and pedestrian facilities and connections

Ⓑ Generous landscaping and buffers

Ⓒ Small shared outdoor gathering space for employees

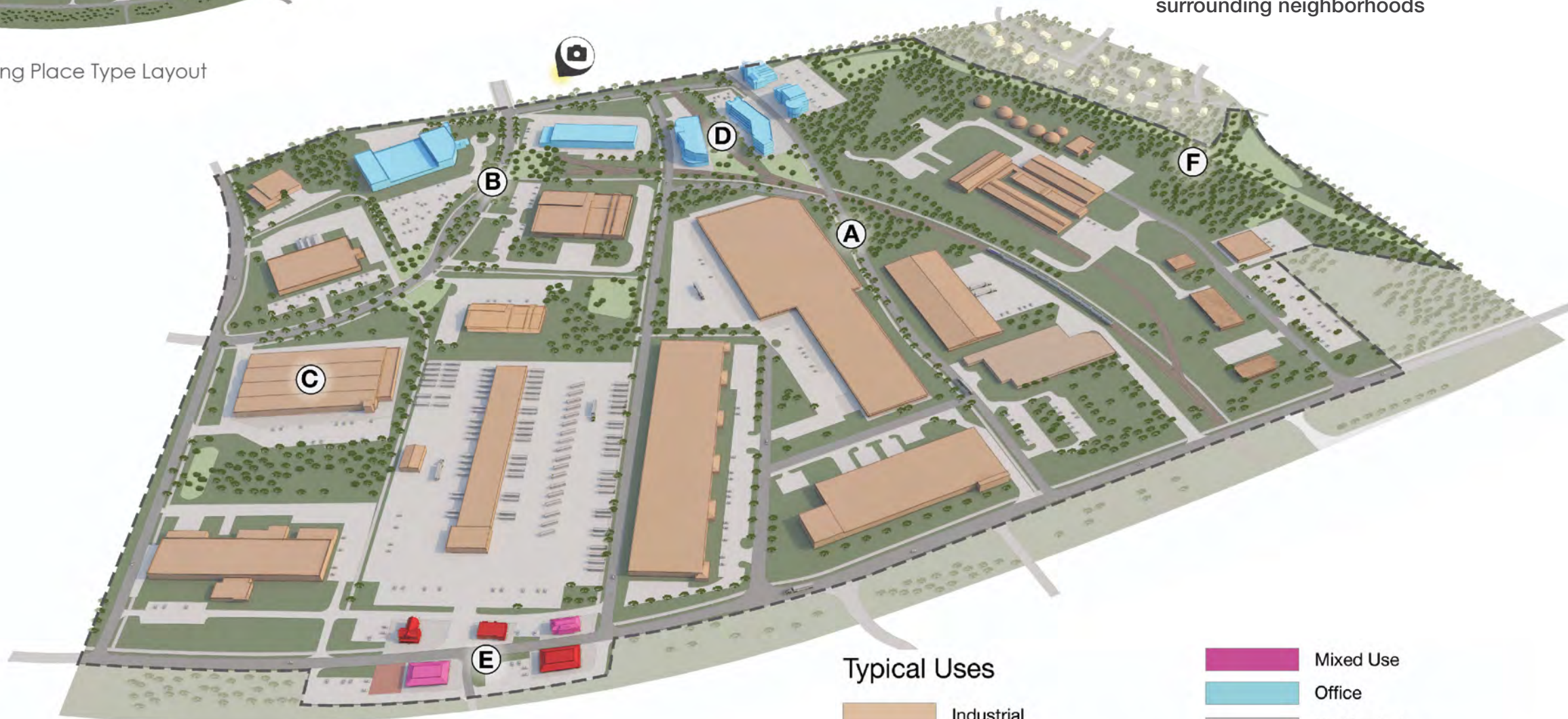Ⓓ Dedicated rideshare pickup/dropoff locations

Existing Place Type Layout

BIRD'S EYE HIGHLIGHTS

(A) Improved multi-modal street connections to accommodate multiple modes of transportation including freight

(B) Frequent pedestrian connections between buildings

(C) Large scale industrial building types of varying forms

(D) Infill cluster of office uses

(E) Infill node of commercial and mixed-use along major arterial

(F) Ample open space transition to surrounding neighborhoods

Aspirational Place Type Layout
Place Type graphics are conceptual and for illustrative purposes only

Typical Uses

- Industrial
- Single Family Residential
- Commercial
- Mixed Use
- Office
- Parking Lot
- Closeup Graphic Viewpoint

NOTABLE CHARACTERISTICS

1. Outdoor storage of materials, storage and distribution are common elements of industrial development, but should be screened from the public realm.

2. Some heavy manufacturing uses contain taller elements such as smokestacks and cooling towers.

3. Large distribution warehouses that accommodate a high volume of large truck traffic are common and should still include clear entries and connections to the public realm.

4. The outdoor storage and movement of heavy equipment is common, such as train depots and inter-modal yards.

5. The outdoor storage of trucks, materials and equipment occur when larger buffers can be accommodated at the edges.

6. Contractor storage yards, metal recycling and materials recycling can occur when separated by larger, undisturbed natural buffers.

7. The airport and its associated facilities are found in this Place Type.

8. Warehouse buildings accommodate a high volume of large truck traffic and should be designed to do so safely, and out of view of the public realm.

PLACE TYPES: INNOVATION MIXED-USE

Goal: Contribute to Charlotte's economic viability by providing mixed-use urban places that include light manufacturing, office, residential, and retail.

Innovation Mixed-Use places are vibrant areas of mixed-use and employment, typically in older urban areas, that capitalize on Charlotte's history and industry with uses such as light manufacturing, office, studios, research, retail, and dining.

LAND USE

- Typical uses include office, research and development, studios, light manufacturing, showrooms, hotels, and multi-family residential.

- Uses in this Place Type also include retail, personal services, restaurants, and bars, and limited warehouse and distribution associated with light manufacturing and Fabrication.

CHARACTER

- This Place Type is characterized by adaptively reused buildings and low to mid-rise single-use structures that are transitioning to vertically integrated uses in a pedestrian-oriented environment.

MOBILITY

- Innovation Mixed-Use places are accessible by higher capacity facilities such as arterials and may also include access from interstates and freight rail. Streets serve all travel modes while still accommodating large trucks along primary arterial streets. The local and collector street network is well-connected to serve sites directly and to provide good access to arterials. Truck traffic will use routes that do not impact neighborhoods or open spaces.

- Mobility hubs with transit stations, pick-up and drop-off areas, bike parking and rental, and micro-mobility options should be provided within this Place Type to accommodate employees without access to a vehicle.

- Arterial streets support walking, cycling, and transit use by providing a safe and comfortable environment to reach transit stops, jobs, or nearby destinations.

Mostly Non-Residential Land Uses

BUILDING FORM

- The typical building in Innovation Mixed-Use places is an older industrial structure that has been adaptively reused.

- Newer office, residential, and mixed-use buildings with heights up to six stories are found in this Place Type. New buildings are designed with active ground floor uses to support a vibrant pedestrian environment. They have tall ground floors and a high degree of transparency using clear glass windows and doors.

OPEN SPACE

- This Place Type includes improved numerous open spaces such as plazas, patios, and courtyards that may include landscaping. Public open spaces such as small parks and greenways, and natural open spaces such as tree preservation areas, are also an important feature and should be included in Innovation Mixed-Use places.

CLOSEUP HIGHLIGHTS

(A) Active and passive community gathering spaces

(B) Adaptive reuse of light industrial or underutilized buildings, embracing unique history and form

(C) Regular rail crossings
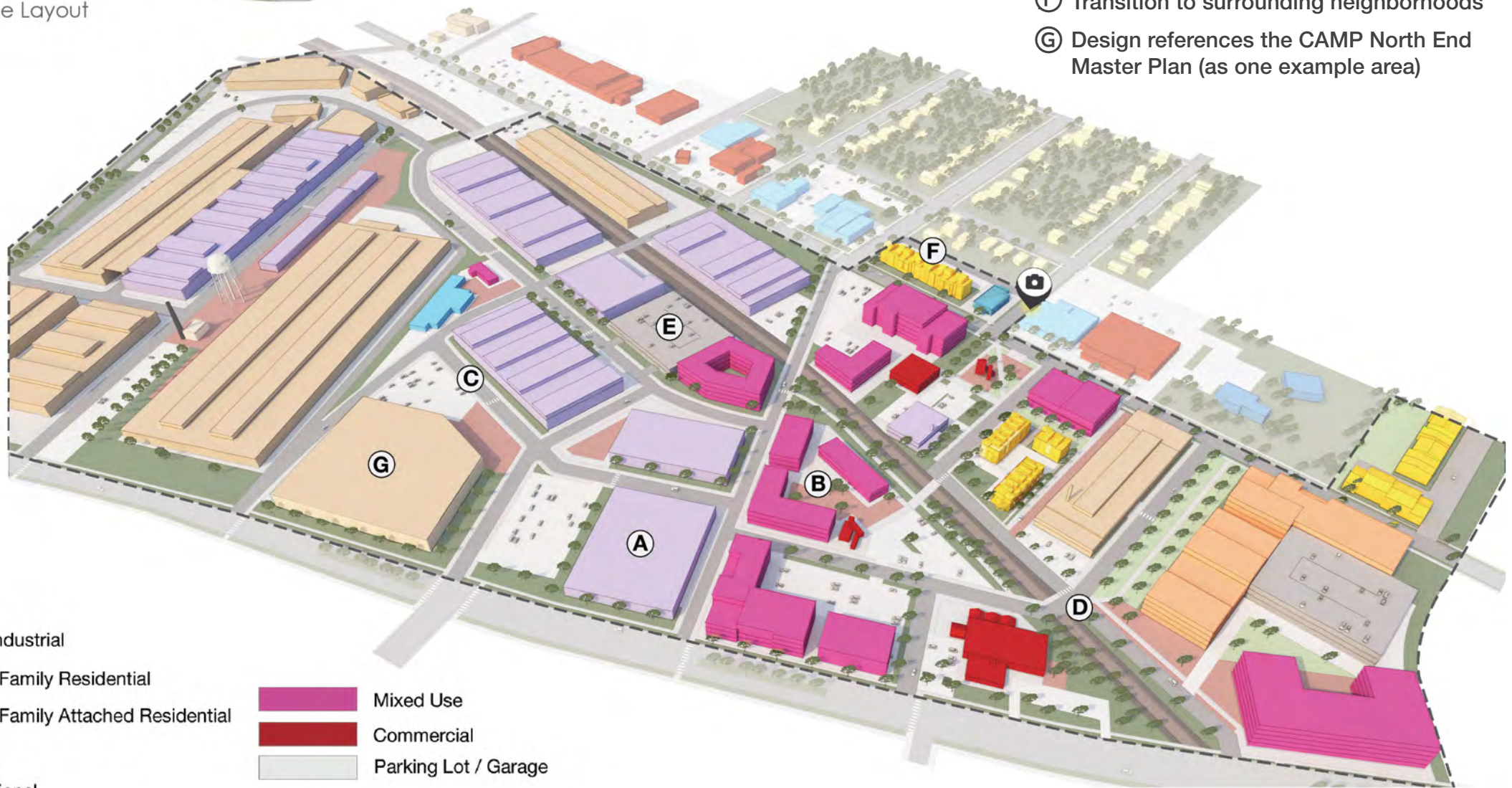
(D) Increased tree canopy

Existing Place Type Layout

BIRD'S EYE HIGHLIGHTS

(A) Infill/redevelopment (adaptive reuse when possible) including light industrial, light industrial mixed use, medium to high density residential, and commercial

(B) A variety of innovation mixed-use uses which may include breweries/distilleries, office, research, light manufacturing, art/exercise studios, hotels, coworking space, etc.

(C) Improved multi-modal street connections to accommodate multiple modes of transportation including freight

(D) Frequent pedestrian connections to and between buildings and blocks and across rail lines

(E) Small parking lots and garages located to the side and behind buildings as feasible

(F) Transition to surrounding neighborhoods

(G) Design references the CAMP North End Master Plan (as one example area)

Typical Uses

▬	Light Industrial
▬	Single Family Residential
▬	Single Family Attached Residential
▬	Office
▬	Institutional
▬	Light Industrial Mixed Use
▬	Mixed Use
▬	Commercial
▬	Parking Lot / Garage
📷	Closeup Graphic Viewpoint

Aspirational Place Type Layout

Place Type graphics are conceptual and for illustrative purposes only

NOTABLE CHARACTERISTICS

1. The reuse of buildings for small scale production and distribution like breweries, bakeries, and similar businesses is common and encouraged.

2. Self storage coupled with ground floor commercial space integrate this use into a mixed use, walkable place.

3. Creative office space often occupies buildings not originally created for office use.

4. Mixed Use Residential buildings may be integrated into post industrial buildings.

5. Preservation of significant industrial buildings for new uses is common in areas that want to maintain a character that honors the past.

6. Small older purpose built warehouses can become the framework for a wide range of development infill.

7. New office buildings can take on the character of a transitioning industrial area and provide a mix of old and new building styles.

8. Newly built, smaller scale flex buildings that house office uses in conjunction with limited distribution are common. Truck traffic is lower than Manufacturing and Logistics uses, minimizing the impacts to adjacent neighborhoods.

PLACE TYPES: NEIGHBORHOOD CENTER

Goal: Provide places that have a pedestrian-friendly focal point of neighborhood activity where nearby residents can access daily shopping needs and services within a 5-10 minute walk or a short drive.

Neighborhood Centers are small, walkable mixed-use areas, typically embedded within neighborhoods, that provide convenient access to goods, services, dining, and residential for nearby residents.

LAND USE

- Typical uses include retail, restaurants, personal services, institutional, multi-family, and offices.

- Some types of auto-oriented uses, well-designed to support walkability, may be located on the edges of this Place Type.

CHARACTER

- This Place Type is characterized by low-rise commercial, residential civic/institutional, and mixed-use buildings in a pedestrian-oriented environment.

MOBILITY

- Neighborhood Centers are easily and directly accessible from nearby neighborhoods to encourage walking and cycling, and to support the concept of a complete neighborhood.

- The Local street network is well-connected, designed for slow traffic, and includes good pedestrian facilities. Arterial streets provide for safe and comfortable pedestrian, bicycle, and transit travel along and across them for easy access to and from the Neighborhood Center and surrounding areas.

Mostly Non-Residential Land Uses

BUILDING FORM

- The typical building type is a commercial, institutional, or multi-family building of four stories or fewer. Buildings are designed with active ground floor uses to support a vibrant pedestrian environment. They have tall ground floors and a high degree of transparency using clear glass windows and doors.
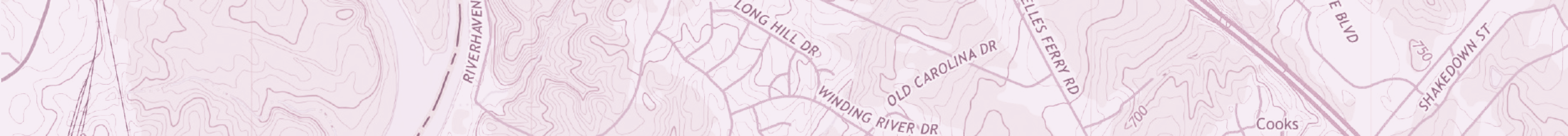
OPEN SPACE

- Neighborhood Centers include numerous improved open spaces such as plazas, patios, and courtyards that may include landscaping. Public open spaces such as small parks and greenways, and natural open spaces such as tree preservation areas, are also an important feature and should be included in centers.

CLOSEUP HIGHLIGHTS

(A) Pedestrian-friendly focal point of neighborhood activity

(B) Ground floors with retail, front porches, or other active uses

(C) Comfortable sidewalks with street trees

(D) Highly amenitized public realm with small plazas/gathering spaces

(E) Improved pedestrian connectivity and safe crossings
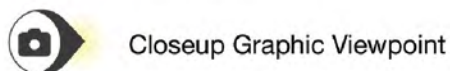
(F) Rooftop patios

(G) Transition to Adjacent Place Types

Existing Place Type Layout

BIRD'S EYE HIGHLIGHTS
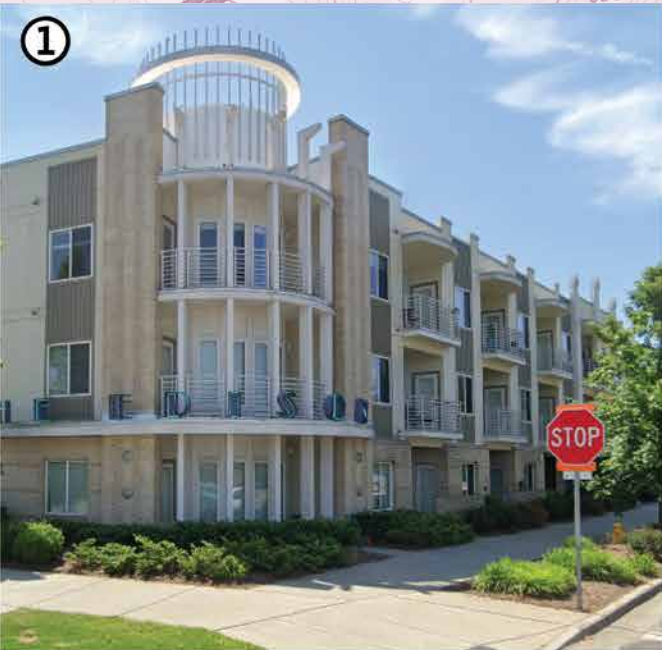
(A) Infill development on existing parking lots and underutilized parcels

(B) Low-rise buildings (4 stories or less) oriented to the street with active ground floors to support a vibrant pedestrian environment

(C) Increased mix of uses including commercial, residential, office, institutional, and mixed-use

(D) Improved pedestrian, bicycle, and vehicular connectivity

(E) Frequent pedestrian connections to and between buildings and blocks

(F) Primarily on-street parking and small surface lots

(G) Transition down in intensity or open space buffer to adjacent neighborhoods

Typical Uses

■ Commercial
■ Mixed Use
■ Single Family Residential
■ Single Family Attached Residential
■ Multi-Family Residential
■ Institutional
▫ Parking Lot
◉ Closeup Graphic Viewpoint

Aspirational Place Type Layout
Place Type graphics are conceptual and for illustrative purposes only

NOTABLE CHARACTERISTICS

1. Buildings come in a variety of styles and uses including commercial, institutional, or multi-family, they are typically small-scale and less than four stories.

2. Commercial buildings should have a highly transparent and active ground floor uses to support a vibrant pedestrian environment, where uses may spill into the public realm.

3. A large, comfortable public realm is key to creating walkable, mixed-use environments that support local businesses and other active uses.

4. Buildings orient to streets with prominent entrances connected directly to the public realm. Buildings also orient toward shared open spaces, parks and greenways.

5. A variety of uses provide diverse goods and services to neighborhoods.

PLACE TYPES: COMMUNITY ACTIVITY CENTER

Goal: Provide places that have a concentration of primarily commercial and residential activity in a well-connected, walkable place located within a 10-minute walk, bike, or transit trip of surrounding neighborhoods.

Community Activity Centers are mid-sized mixed-use areas, typically along transit corridors or major roadways, that provide access to goods, services, dining, entertainment, and residential for nearby and regional residents.

LAND USE

- Typical uses are retail, restaurant and entertainment, and personal services.
- Some multi-family and office may also be located in this Place Type. In Transit Station Areas, multi-family and/or office may be primary uses.
- Some types of auto-oriented uses, well-designed to support walkability, may be located outside of the core of this Place Type.

CHARACTER

- This Place Type is characterized by low to mid-rise commercial, residential, civic/institutional, and mixed-use buildings in a pedestrian-oriented environment.

MOBILITY

- These Place Types include a transportation network that supports highly accessible "10-minute neighborhoods" and a "park once" environment.
- Community Activity Centers are typically located at or near key intersections or on major Arterials with transit service. Easy access and direct connections to nearby residential neighborhoods help reduce trip lengths, keeps some cars off the Arterials, and encourages transit use, walking, or bicycling.
- The Local street network is well-connected, with small blocks and highly walkable connections along streets and between destinations. There are frequent opportunities to cross adjacent Arterials, and the pedestrian network accommodates large groups of people.

Mostly Non-Residential Land Uses

- Mobility hubs with transit stations, pick-up and drop-off areas, bike parking and rental, and micro-mobility options should be provided within this Place Type to accommodate the high-level non-vehicular traffic.

BUILDING FORM

- The typical building is a commercial, institutional, multi-family or mixed-use building of five to seven stories. Some buildings in Transit Station Areas are taller. Buildings are designed with active ground floor uses to support a vibrant pedestrian environment. They have tall ground floors and a high degree of transparency using clear glass windows and doors.

OPEN SPACE

- Improved open space is a key feature of this Place Type. Community Activity Centers include numerous improved open spaces such as plazas, patios, and courtyards that may include landscaping. Public open spaces such as small parks and greenways, and natural open spaces such as tree preservation areas, are also an important feature and should be included in centers.

CLOSEUP HIGHLIGHTS

(A) Wide sidewalks with hardscape amenity zone or landscape zone

(B) Regular street trees on core streets

(C) Highly amenitized public realm with frequent open spaces

(D) Ground floors with retail, patios, or other active uses

(E) Upper story balconies and rooftop patios

(F) Improved multi-modal connectivity and mobility hub amenities

(G) Well-connected, amenity-rich transit stops

(H) On-street parking and screened or wrapped parking lots/structures
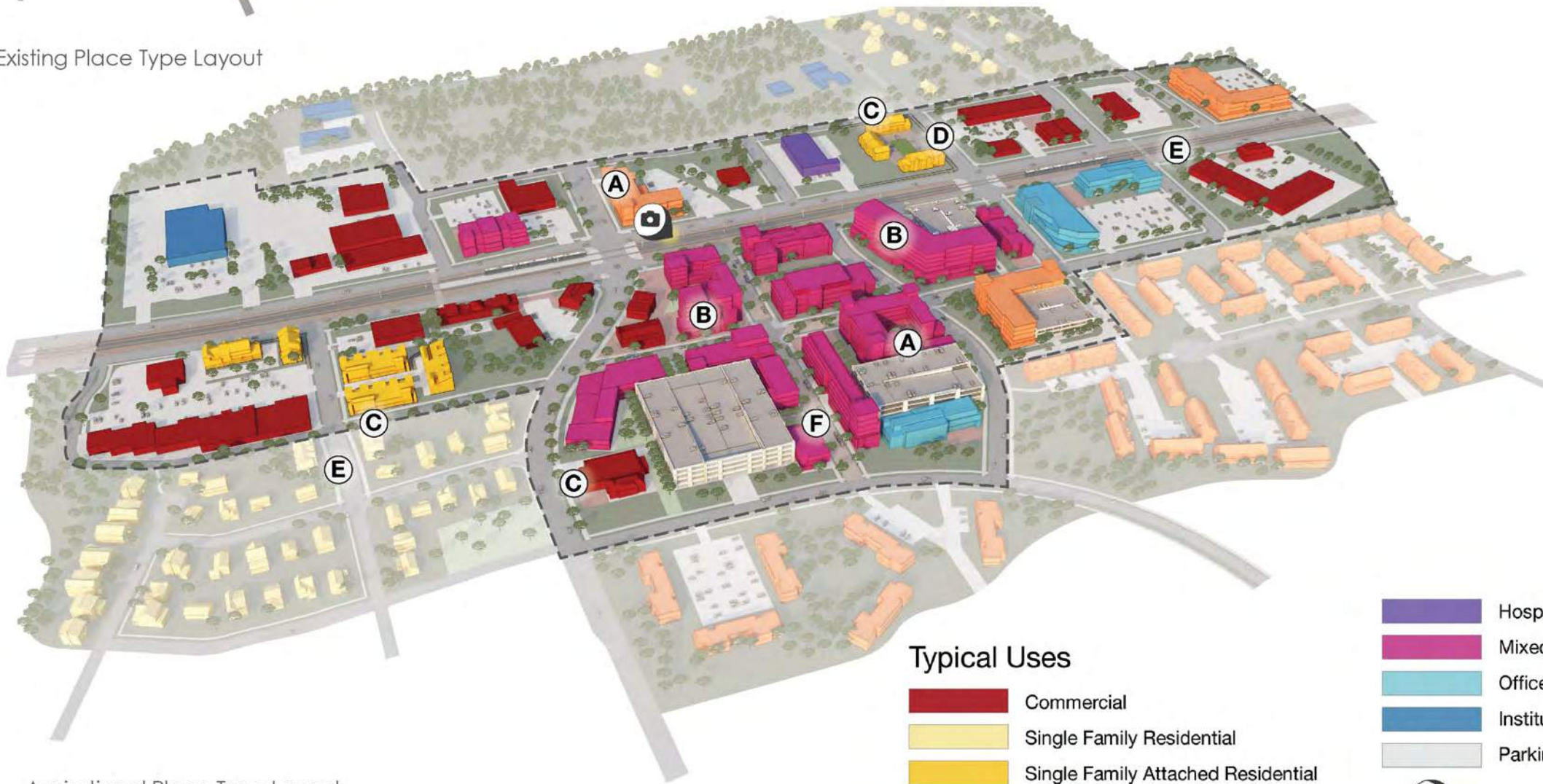
Existing Place Type Layout

BIRD'S EYE HIGHLIGHTS

(A) Infill development on existing parking lots and underutilized parcels

(B) Mid-rise mixed-use (5 to 7 stories), active ground floors with office or residential above, orienting to street or public space

(C) Transition down in intensity to neighborhoods

(D) Small walkable blocks in organized grid pattern

(E) Improved pedestrian, bicycle, and vehicular circulation and connectivity to adjacent neighborhoods

(F) On-street parking and screened or wrapped parking lots/structures

Aspirational Place Type Layout
Place Type graphics are conceptual and for illustrative purposes only

Typical Uses

- Commercial
- Single Family Residential
- Single Family Attached Residential
- Multi-Family Residential
- Hospitality
- Mixed Use
- Office
- Institutional
- Parking Lot/Garage
- Closeup Graphic Viewpoint

NOTABLE CHARACTERISTICS

1. Buildings come in a variety of styles and uses including commercial, institutional, or multi-family, they are typically between five to seven stories but may be taller in Transit Station areas.

2. Commercial buildings should have a highly transparent and active ground floor to support a vibrant pedestrian environment, where uses spill into the public realm.

3. A large, comfortable public realm with many amenities is key to creating walkable, mixed-use environments that support local businesses, residents, and other active uses.

4. Buildings orient to streets with prominent entrances connected directly to the public realm. Buildings also orient toward shared open spaces, parks and greenways.

5. A tall ground floor, stepbacks and articulation in the facade helps create a human scale and a vibrant public realm.

6. Uses provide diverse goods and services to neighborhoods and surrounding areas.

PLACE TYPES: REGIONAL ACTIVITY CENTER

Goal: Provide major employment locations and cultural destinations for residents from throughout the Charlotte region.

Regional Activity Centers are large, high-density mixed-use areas, typically along transit corridors or major roadways, that provide access to goods, services, dining, offices, entertainment, and residential for regional residents and visitors.

LAND USE

- Uses in Regional Activity Centers, which are frequently vertically-mixed, include office, multi-family, retail, restaurant and entertainment, personal service, and institutional.

CHARACTER

- This Place Type is characterized by its urban form, with mid to high-rise commercial, residential, and civic/institutional buildings in a pedestrian-oriented and transit-friendly environment.

MOBILITY

- The transportation network supports transit access and complements land uses and design to create a "park once" environment, so that even those who drive to the center are comfortable and encouraged to use other modes within the center.

- The street network is very well-connected, with small blocks and highly walkable connections along streets and between destinations. Easy access and multiple connections between these centers and surrounding residential neighborhoods help reduce auto trip lengths, keep some vehicles off the Arterials, and encourage transit, walking, or bicycling to the Center.

- Arterials provide for safe and comfortable transit, pedestrian, and bicycling movement. There are frequent opportunities to cross the Arterials, and the pedestrian facilities accommodate large groups of people.

Mostly Non-Residential Land Uses

- Mobility hubs with transit stations, pick-up and drop-off areas, bike parking and rental, and micro-mobility options should be provided within this Place Type to accommodate the high-level of non-vehicular traffic.

BUILDING FORM

- The predominant building type is a mid- or high-rise building (over five stories) with commercial, institutional, multi-family or a mix of uses in the buildings. Buildings may be up to 20 stories when developed with community benefits.

- Buildings are designed with active ground floor uses to support a vibrant pedestrian environment. They have tall ground floors and a high degree of transparency using clear glass windows and doors. Buildings are also designed to step back after 3-5 stories, to provide a human scale at street level.

- Buildings over 8-10 stories may have "point towers," where only a smaller portion of the building mass is built to the maximum height in order to maintain views and natural light. The portion of the building that is stepped back to the tower can be used for private open space and amenities.

OPEN SPACE

- Improved open space is a key feature of this Place Type. Regional Activity Centers include numerous improved open spaces such as plazas, patios, and courtyards that may include landscaping. Public open spaces such as small parks and greenways, and natural open spaces such as tree preservation areas, are also an important feature and should be included.

CLOSEUP HIGHLIGHTS

(A) Safe pedestrian connections, including midblock crossings

(B) Wide sidewalks with hardscape amenity zone or landscape zone

(C) Safe, accessible bike facilities (grade separated or buffered on major streets)

(D) Highly amenitized public realm with transit stops and mobility hub

(E) Ground floors with retail or other active uses, buildings oriented to street

(F) Rooftop patios and upper story balconies

BIRD'S EYE HIGHLIGHTS

Existing Place Type Layout

(A) Mid- to high-rise mixed-use, hospitality, office, and high-density residential development (5 to 20 stories)

(B) "Point towers" con be used to step down the tallest buildings

(C) Active ground floors and buildings oriented to the street

(D) Organized/gridded street grid with 400-500' blocks

(E) Frequent pedestrian connections to and between buildings and blocks

(F) On-street parking, screened, or wrapped parking lots and structures

(G) Transition down in density to adjacent neighborhoods
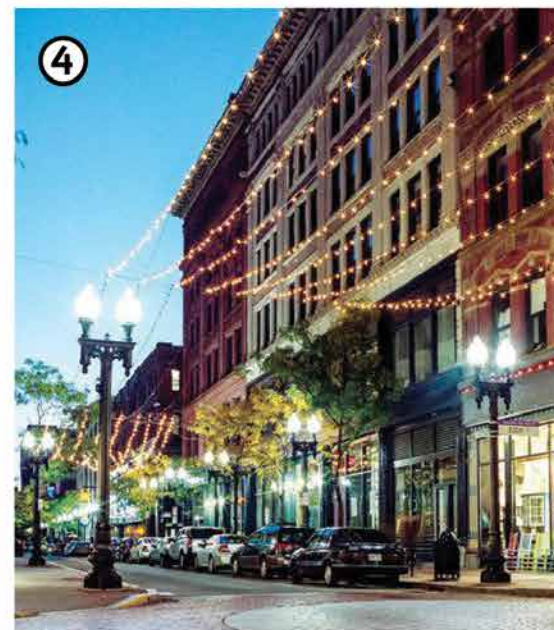
Typical Uses

- Mixed Use
- Hospitality
- Commercial
- Single Family Residential
- Single Family Attached Residential
- Multi-Family Residential
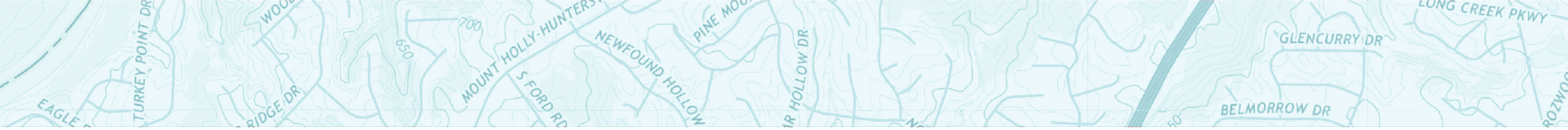- Office
- Parking Lot/Garage
- Closeup Graphic Viewpoint

Aspirational Place Type Layout
Place Type graphics are conceptual and for illustrative purposes only

NOTABLE CHARACTERISTICS

1. Buildings are primarily mid- to high-rise mixed-use, with a variety of forms and uses. They are typically over five stories.

2. Buildings may be as tall as 20 stories in Uptown or when developed with community benefits such as public space and amenities or affordable housing.

3. All buildings should have a highly transparent and active ground floor to support a vibrant pedestrian environment, where uses spill into the public realm.

4. A large, comfortable public realm with many amenities is key to creating a dense, walkable, mixed-use environment that supports offices, businesses, residents, and other active uses.

5. Buildings orient and front directly onto streets with prominent entrances connected directly to the public realm. Buildings may also, secondarily, orient toward shared open spaces, parks and greenways.

6. A tall ground floor, stepbacks and articulation in the facade helps create a human scale and a vibrant public realm.

PLACE TYPES QUICK REFERENCE GUIDE

	Land Use	Character	Mobility	Building Form	Open Space
Neighborhood 1	Primarily single-family (SF) detached, duplexes, triplexes, quadraplexes, attached SF, and small multi-family buildings	Low-rise residential buildings with similar setbacks and lot sizes	Well-connected local street network supports walking, biking and transit	Low-rise buildings up to 3 or 4 stories; Attached residential buildings typically have 5 or fewer units	Typically private yards and improved common areas
Neighborhood 2	Primarily multi-family and SF attached residential and ground floor non-residential uses	Low- to mid-rise multi-family residential and mixed-use buildings	Well-connected and dense street network and short blocks encourage walking, cycling, and transit	Typically single-family attached or multi-family buildings not more than 5 stories	Privately owned, common space and small parks, greenways and open space
Parks & Preserves	Larger public parks, cemeteries, wildlife refuges, nature preserves, and recreational centers and facilities	Natural areas, green spaces with tree canopy, and active uses where appropriate	Along all street types; Encourage safe and comfortable access by all modes of travel	Typically low rise recreation, maintenance and other support facilities	Open space is the primary element of this Place Type
Commercial	Shopping centers, standalone retail uses, personal services, hotels, restaurants, and service stations	Low-rise retail structures with a walkable, landscaped public realm	Typically along high-volume arterials and interchanges; Auto-oriented, but accommodate all modes of travel	Typically 4 or fewer stories; up to 5 stories at interchanges; includes strip commercial centers	Plazas, patios, and courtyards; natural open space is encouraged
Campus	Primarily office, research and development (R&D), education, medical, places of assembly and supporting uses	Low- to mid-rise buildings; some may include some high-rise buildings	Typically located along at least one arterial street with an internal street and/or pathway network	Primarily office and/or civic buildings typically 5 or fewer stories; sometimes include residential buildings	Natural and improved open spaces area key feature or this Place Type
Manufacturing & Logistics	Primarily manufacturing, research & development, warehousing, distribution and supporting uses	Large lots and large scale, low-rise buildings, yards, and facilities	Accessible by high capacity roads, freight rail and/or airports; All modes supported, but priority for large trucks	Typical high-bay, single-story and large/long manufacturing or warehousing buildings	Typically recreation and picnic areas and natural areas and buffers
Innovation Mixed-Use	Primarily office, R&D, light manufacturing, hotels, multi-family residential, retail, restaurants and entertainment	Adaptively reused buildings and low to mid-rise single-use and mixed-use structures	Accessible by high capacity roads; Encourage safe and comfortable access by all modes of travel	Older industrial structure adaptively reused; Newer buildings typically 6 or fewer stories	Private improved open spaces and public open spaces
Neighborhood Center	Primarily retail, restaurants, personal services, institutional, multi-family, office and some auto-oriented uses	Low-rise buildings in walkable environment and limited mid-rise buildings	Well-connected network designed for slow traffic, supports walking, biking and transit	Typically commercial, institutional, or multi-family buildings of 4 stories or fewer	Numerous improved open spaces such as plazas, patios, and courtyards
Community Activity Center	Primarily retail, restaurant, entertainment, personal services, multi-family and office and some auto-oriented uses	Low to mid-rise buildings in walkable and transit-friendly environment	Typically located near major intersections or arterials; Well-connected local streets support walking, biking and transit	Commercial, institutional, multi-family or mixed-use buildings of 5 to 7 stories (taller near transit)	Numerous improved open spaces and landscaping
Regional Activity Center	Typically vertically-mixed use, office, multi-family, restaurant, retail, entertainment, personal service, and institutional	Mid to high-rise buildings in a walkable and transit-friendly environment	Very well-connected street network with small blocks and highly walkable connections; support biking and transit	Mid- or high-rise buildings with active ground floors and building step backs on upper floors	Improved open space is a key feature; many public and private spaces

03
POLICY FRAMEWORK

December 3, 1768

Charlotte was founded in honor of Her Majesty Queen Charlotte of Mecklenburg on December 3, 1768.

To mark the 250th anniversary of Charlotte's founding, CLT250, a yearlong celebration filled with events large and small, invites our citizens to share and commemorate our storied past; celebrate our city's independence, ingenuity, determination, collaboration, compassion and resiliency; and imagine a successful and unified future filled with hope and opportunity for all.

CLT250.COM

INTRODUCTION

The Comprehensive Plan's Policy Framework 1) builds upon the guiding principles, vision elements and community values, 2) provides actionable responses to the Equitable Growth Framework's priorities of improving access, better distributing the costs and benefits of growth, and creating asset-based and culturally rich places; and 3) establishes new policy direction for the City that will require partnerships and collaboration across departments, organizations, public, private and non-profit sectors, and the broader community. For each of the 10 Goals introduced in the Equitable Growth Framework, the Policy Framework defines success through a set of Objectives, highlights more significant departures from business as usual through Big Ideas, articulates a diverse set of Policies, and catalogs an initial set of recommended Projects and Programs for moving the dials in the right direction.

POLICY FRAMEWORK OVERVIEW

The table below defines each of the Policy Framework components in more detail. For each component, a short description is accompanied with a direction on how that component is intended to be used.

FRAMEWORK COMPONENT	DESCRIPTION	HOW IT'S USED
GOALS	Top 10 critical community goals	Key plan messaging, structure for organizing other supportive components
OBJECTIVES	Metrics for measuring progress of implementing each Goal (must be measurable and include references to Equitable Growth Framework metrics)	Annual reporting on plan implementation progress/ community dashboard reporting on progress
BIG IDEAS	Policy, project and/or program that represents more significant change from business as usual	Provides a high profile and easily identifiable action toward achieving a goal; exemplifies direction of all supporting policies, projects, and programs
POLICIES	Statements that identify specific intent of policy direction	Use to show project's support for plan as part of development standards and review process; articulates guidance for CIP and budgeting processes; guides departmental decision-making
PROJECTS/PROGRAMS	Actionable programs and projects	Specific programs that can be included in short-term Strategic Plans, Departmental plans, Budget requests, and CIP
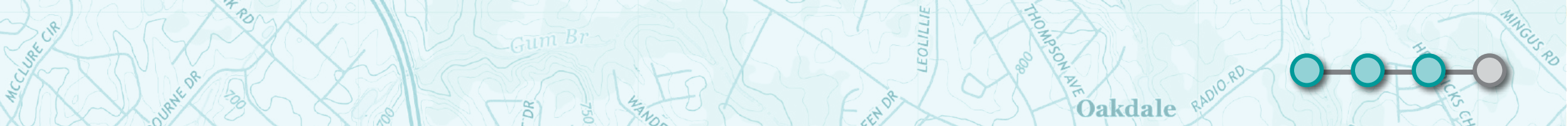
GOALS

The Comprehensive Plan goals reflect the voice of our community. They make critical connections between community values, guiding principles and vision elements; articulate key elements of the growth strategy and establish the foundation for complete communities and complete places; and provide the structure for the Plan's Policy Framework. The ten goals of the Plan are shown below and detailed with each of their objectives, big ideas, policies, projects, and programs in the following section.

1. 10-MINUTE NEIGHBORHOODS

2. NEIGHBORHOOD DIVERSITY AND INCLUSION

3. HOUSING ACCESS FOR ALL

4. TRANSIT- AND TRAIL- ORIENTED DEVELOPMENT

5. SAFE AND EQUITABLE MOBILITY

6. HEALTHY, SAFE, AND ACTIVE COMMUNITIES

7. INTEGRATED NATURAL AND BUILT ENVIRONMENTS

8. DIVERSE AND RESILIENT ECONOMIC OPPORTUNITY

9. RETAIN OUR IDENTITY AND CHARM

10. FISCALLY RESPONSIBLE

GOAL 1: 10-MINUTE NEIGHBORHOODS

All Charlotte households will have access to essential amenities, goods, and services within a comfortable, tree-shaded 10-minute walk, bike, or transit trip by 2040.

OBJECTIVES

Increase the percentage of households, both new and existing, within a comfortable, tree-shaded 10-minute walk, bike, or transit trip of the following services and amenities:

1a) Fresh, healthy food opportunities.

1b) High performance transit station. (cross-reference: Goal 7)

1c) Park, plaza, nature preserve, or other public space. (cross-reference: Goal 6)

1d) Trail, greenway, or other "all ages and abilities (AAA)" bicycle facility. (cross-reference: Goal 4, Goal 5)

1e) A concentration of daily goods and services (applies to Neighborhood, Community, and Regional Activity Center).

1f) Non-emergency health care services or pharmacy. (cross-reference: Goal 6)

1g) Community facilities (libraries, schools, senior centers, community centers, early childhood education, etc.).

1h) Financial services (banks or credit unions).

1i) Family sustaining wage jobs. (cross-reference: Goal 8)

BIG IDEAS

- Develop a robust network of food co-operatives (co-ops), community gardens, and neighborhood-based food sharing networks.
- Create a culture of developer-community collaboration through Community Benefit Agreements.

POLICIES

Regulatory Changes

1.1 Encourage higher density, walkable, mixed-use development in and near Activity Centers and transit stations, and allow development bonuses for projects that include priority community benefits (applies to Regional Activity Center, Community Activity Center, Neighborhood Center, and Campus). (cross-reference: Goal 4, Goal 5, Goal 6, Goal 8)

1.2 Support the evolution of existing underserved neighborhoods which are not proximate to services or lack facilities such as sidewalks and street trees, into complete neighborhoods by implementing regulatory changes that encourage desired residential and commercial redevelopment and infill development. Example regulatory changes include allowing the continued use of neighborhood commercial establishments (applies to Neighborhood 1 and Neighborhood 2), permitting small-scale neighborhood commercial and office uses (applies to Neighborhood Center and Neighborhood 2), reducing or eliminating parking requirements, ensuring mobility infrastructure provides adequate space for street trees, and increasing shared parking allowances. (cross-reference: Goal 1, Goal 6, Goal 10)

1.3 Implement complete neighborhood policies that encourage mixes of different types of uses, depending on the development's context (applies to Neighborhood Center, Neighborhood 1, and Neighborhood 2).

1.4 Support the development of neighborhoods with increased accessibility via multiple transportation modes to a variety of destinations, through regulatory changes such as refinements to block-length and connectivity standards and by permitting neighborhood-supportive commercial development in appropriate locations adjacent to residential neighborhoods.

1.5 Secure through Community Benefit Agreements, or consider creating an incentive, to encourage housing developments that include childcare facilities or that provide funding for such facilities.

Public Investment

1.6 Continue to undertake and expand inclusive neighborhood planning processes, particularly in underserved communities, to incorporate plans for improved connectivity; prioritize public investments such as bicycle facilities, sidewalks, transit stops, and parks; and identify appropriate locations for food opportunities, shopping, and community facilities. (cross-reference: Goal 5)
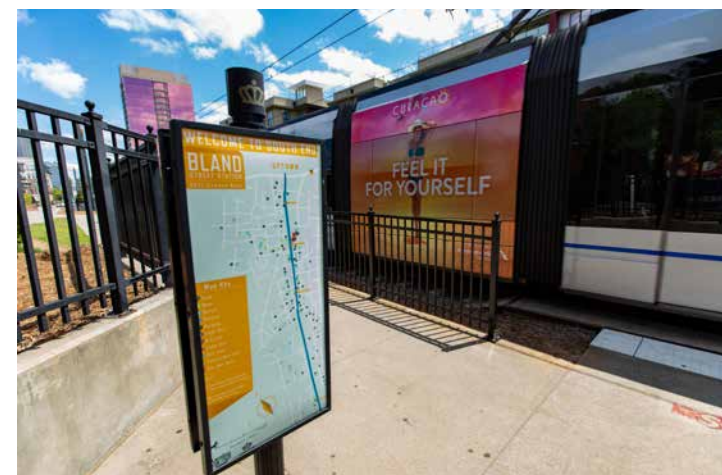
1.7   Prioritize investment in public gathering areas, plazas, parks, tree-shaded greenways, and shared-use paths in parts of the City that lack such facilities, and to fill pedestrian and bicycle infrastructure gaps in areas near schools, parks, greenways, Activity Centers, and community facilities.

1.8   Require an increased level of investment in adjacent neighborhoods when large projects with public funding are implemented nearby.

1.9   Ensure adequate structures, systems (large tree wells or planting strips, structural soil or suspended pavement systems, etc.) and resources for maintenance are provided to support large healthy tree canopy along streets that will shade pedestrians and provide community benefit.

Other City Initiatives

1.10 Support urban farming and accessibility to fresh produce opportunities (public and private community gardens, farmers markets, co-ops, neighborhood-based CSAs, etc.) especially within communities that currently lack 10-minute access to healthy food sources. (cross-reference: Goal 6)

1.11 In collaboration with Mecklenburg County Health and Human Services, support development of neighborhood health clinics, particularly within communities that lack 10-minute access to health services. *Use My Community Resource Center (CRC) Connection Tool* app data to identify critical areas in need of health clinics. (cross-reference: Goal 6)

1.12 Develop strategies, potentially including financial incentives or through Community Benefit Agreements, to encourage inclusion of full-service grocery stores in new mixed-use development and within areas in the city that are deemed to be food deserts where healthy produce and meats are not available. (cross-reference: Goal 6)

1.13 Continue to require the development of private spaces that are open to the public, such as plazas, preserves, and walking paths. Broaden the types of spaces that qualify through revisions to development regulations and other City regulations.

1.14 Encourage walkable neighborhood-oriented mixed-use development and neighborhood commercial establishments adjacent to and at intersections of major thoroughfares within existing neighborhoods to provide access to good and services (applies to Neighborhood 2 and Neighborhood Centeras well as areas adjacent to Neighborhood 1).

1.15 In collaboration with the County, expand access to childcare and pre-K programs, prioritizing support for programs serving neighborhoods that are currently lacking these facilities.

1.16 Encourage local, community-based banks and credit unions to support residents and businesses within neighborhoods that have limited access to traditional banks.

1.17 Coordinate with neighborhood and other grassroots organizations during the planning and review of neighborhood infill development projects to ensure that these developments provide community benefits.

1.18 Evaluate the impact of 10-minute neighborhood development policies on stormwater features (creeks, wetlands, stream buffers, floodplains, and drainage infrastructure) and seek opportunities to reduce costs and maintain stormwater management objectives. (cross-reference: Goal 7)

RECOMMENDED PROJECTS

1.19 Increase and expand tree-shaded pedestrian and bicycle network density and connectivity.

1.20 Identify and fill gaps in the pedestrian and bicycle network within ½ mile of: parks, public open space, trails, and greenways; Activity Centers; high-performance transit stations; and low-cost health care, pharmacies, community facilities, and banks.

1.21 Implement new community green spaces, including tree plantings and surface water and stormwater facilities, on vacant and underutilized parcels, especially in neighborhoods with deficient access to parks and open space.

1.22 Work with property owners to implement community gardens, food forests and farmers' markets on vacant parcels in neighborhoods with deficient access to healthy food opportunities.

1.23 Continue to implement and evaluate development standards for block length, street trees, street connectivity requirements, and required connections to existing on-street and off-street pedestrian and bicycle facilities and trails.

RECOMMENDED PROGRAMS

1.24 Provide information and resources to communities planning for and launching food co-ops, food forests and community gardens.

1.25 Provide information and resources to support flexible and innovative approaches for finding and combining funds from various sources, in partnership with community-based early childhood education programs.

1.26 Provide information and resources, particularly about funding options, to neighborhood

organizations and local groups to help support new and existing community centers.

1.27 Work with credit unions and/or other financial institutions to develop a program to deliver financial services and financial literacy educational programs to neighborhoods that lack local access.

1.28 Increase public investment in neighborhood health clinics.

1.29 Develop a menu of community benefits that may be supported with incentives or Community Benefit Agreements if included or addressed within development projects. Align desired benefits with the type of incentive (e.g. regulatory vs. financial). Utilize direction from the Plan and subsequent small area plans to develop priority ranking of desired benefits to seek through incentives.

1.30 Explore and implement a program that provides an opportunity for neighborhood organizations to work with developers to create desired community benefits through a partnership or agreement.

1.31 Coordinate with CDOT, CATS and the larger CIP process to prioritize implementation of pedestrian, bicycle and transit projects in neighborhoods that have proximity to essential amenities, goods and services, but poor transportation access.

1.32 Coordinate with Housing and Neighborhood services to explore the establishment of Voluntary Agricultural Districts to foster the growth, development and sustainability of family farms.

CASE STUDY: THE DETROIT PEOPLE'S FOOD CO-OP

The Detroit People's Food Co-Op has positively impacted residents in Detroit's historic North End, predominately those in the African American community and the low and moderate-income population. This full-service grocery store is open to the public and cooperatively owned by members of the community. The co-op created more than 20 jobs for residents and improved access to fresh food, educated the community about nutrition, and supported local businesses. The City assisted in community engagement and organization, as well as in helping to identify and orchestrate a multi-source funding strategy.

Image source: https://www.bloomberg.com/news/articles/2019-01-21/a-black-owned-food-co-op-grows-in-detroit

CASE STUDY: COMMUNITY BENEFITS ORDINANCE (CBO) IN DETROIT, MI

Detroit passed a CBO in 2016 that requires developers to proactively engage with the community to identify benefits that can offset negative impacts of the project. The CBO requires developments with a private investment of $75 million or more and a subsidy or tax abatement from the City valued at more than $1 million to execute an agreement with a Neighborhood Advisory Council (NAC). An NAC is created for every qualifying project made up of residents of the impact area and appointees selected by the Planning Department and City Council.

GOAL 2: NEIGHBORHOOD DIVERSITY AND INCLUSION

Charlotte will strive for all neighborhoods to have a diversity of housing options by increasing the presence of middle density housing (e.g. duplexes, triplexes, fourplexes, townhomes, accessory dwelling units (ADUs), and other small lot housing types) and ensuring land use regulations allow for flexibility in creation of housing within existing neighborhoods.

OBJECTIVES

2a) Increase the score of the overall Access to Housing Opportunity equity metrics index for the City.

2b) Increase the number of Accessory Dwelling Units (ADUs) in existing and new neighborhoods.

2c) Increase the number of middle density units such as duplexes and triplexes in all neighborhoods.

2d) Increase the number of middle density housing options, including fourplexes, along high performance transit and other major thoroughfares.

2e) Increase the number of middle density housing options in transition areas between low intensity neighborhoods and higher intensity place types.

2f) Increase the number of residential dwelling units with less than one parking space per unit.

2g) Increase the number of small footprint housing units in existing and new neighborhoods.

BIG IDEAS

- Allow more housing types in traditional single-family zoning districts to encourage housing diversity everywhere in our community.

POLICIES

2.1 Allow duplex and triplex housing units on all lots where single-family housing is allowed and require conformance with residential lot size requirements, setback requirements, and other site development standards specified within the Unified Development Ordinance (UDO).

2.2 Allow fourplexes on all lots fronting arterials where single family detached dwellings are permitted when key city priorities are advanced and community benefit is provided such as affordable and/or workforce housing.

2.3 Provide opportunities for single family attached and small-scale multifamily housing developments (15 units or less) along arterials in lower density, predominantly residential areas (applies to Neighborhood 1).

2.4 In the development regulations, allow single family attached housing, fourplexes and small-scale multifamily housing along major thoroughfares in lower density, predominantly residential areas (applies to Neighborhood 1).

2.5 In the development regulations, support the development of ADUs within a greater number of existing neighborhoods with changes to setback requirements and other site development standards.

2.6 In the development regulations, reduce barriers to development of new high quality middle density housing units such as reducing the need to rezone, reduced application fees, expedited processing, density bonuses, reduced or eliminated parking requirements, and reduced or waived inspection fees.

2.7 Consider reducing or removing barriers identified in the Accessory Dwelling Unit Report and the Charlotte Housing Framework report regarding missing middle housing and evaluate development regulations, such as required lot sizes, clustered home development, neighborhood conservation overlay districts, and other tools to reduce barriers.

2.8 Ensure that housing access incentives provide adequate infrastructure and do not contribute to poor environmental quality or significant loss of tree canopy.

Several communities in the Pacific Northwest (including Portland Bend, Oregon and Shoreline, Washington) are enabling and encouraging cottage clusters as a way to address the missing middle of housing opportunity. The basic idea of cottage zoning clusters is taking a relatively larger tract of land (for example, 10,000 square feet) where someone would ordinarily be able to build one or two larger residential buildings, the option is created to build more small buildings that add up to the same size (six 1,080-square-foot homes, for example). The "cottage zoning" includes requirements that the cottages face a common yard and/or have design elements like deep porches. Residents typically share parking areas or garages and other communal facilities as well. The idea of cottage cluster housing is to provide a reasonably-priced housing option, but can also promote sustainable living when located near transit, bikeways and other walkable amenities.

Image source: https://medium.com/@pdx4all/cottage-clusters-portlands-chance-to-build-community-in-a-new-way-7c504c5b260b

2.9 In the development regulations, require larger developments to include a mix of housing types.

2.10 Preserve existing supply of middle density and small footprint housing and reduce conversion to large-footprint single-family units using a neighborhood conservation overlay district.

2.11 Use small area planning efforts to determine additional strategies to integrate more diverse housing options that support each community's unique character.

2.12 Allow parking to be unbundled from lease of property or include as part of development agreements, especially in areas with a parking management strategy.

2.13 Request an amendment to the State Landlord and Tenant Act to add Post Judgment Relief agreement. This will allow residents to have evictions removed from their records upon payment-in-full of outstanding debt/judgment.

2.14 Request legislation to amend state landlord-tenant and fair housing laws to end housing discrimination for persons with misdemeanors and some felony criminal records.

RECOMMENDED PROJECTS AND PROGRAMS

2.15 Continue to eliminate or reduce parking for transit supportive development, pocket neighborhoods, cottage clusters, and development in Activity Centers to reduce the cost of development and encourage development of more mixed housing types in areas with a parking management strategy.

2.16 Adopt changes to development regulations to allow for more housing options/types and additional ADUs within existing neighborhoods, and adopt flexible requirements for minimum housing mix in new master planned developments.

2.17 Develop new design form management standards for middle density housing in the development regulations or develop an overlay conservation district that supports the intent of the Equitable Growth Framework.

2.18 Work with the development community to determine the most important tools and barriers related to delivery of middle density housing.

2.19 Create a funding program to assist low-income homeowners with construction of ADUs in return for a commitment to rent the unit at an affordable price, for a designated period of time (i.e., in exchange for a deed restriction associated with the ADU), especially in areas with existing or planned access to employment, amenities, goods, and services. This serves the dual purpose of increasing affordable housing stock and increasing homeowner income.

CASE STUDY: MINNEAPOLIS ENDS SINGLE FAMILY-ONLY ZONING

Minneapolis, Minnesota is a leader in changing neighborhood housing options for the future. Its Minneapolis 2040 Comprehensive Plan established policy paving the way for eliminating exclusionary single-family zoning policies citywide, which in the past has kept most people of color and practically all low-income people from single-family zoned neighborhoods. Affecting nearly 425,000 residents, Minneapolis originally set aside 70% of its residential land for single-family homes. Allowing duplexes and triplexes in all of these areas triples the housing capacity in many neighborhoods and significantly reduces the City's need to extend utilities and services to support greenfield development. The change is intended to: make the Minneapolis more affordable and walkable; combat climate change by reducing commutes; and reduce racial and economic segregation. Proponents also say that it can help create attainable housing for millennials and young families, and help seniors age in place with the potential for extra income.

Image source: 1) https://www.coldwellbankerhomes.com/mn/minneapolis/2537-grand-ave-s/pid_32786669/ 2) https://www.edinarealty.com/multi-family-for-sale/2522-madison-street-ne-minneapolis-mn-55418-5608998

GOAL 3: HOUSING ACCESS FOR ALL

Charlotte will ensure opportunities for residents of all incomes to access affordable housing through the preservation of naturally occurring affordable and workforce housing and increasing the number of affordable and workforce housing units through new construction.

OBJECTIVES

3a) Increase housing opportunities for households with limited or no vehicle access by increasing the number of affordable rental and deed-restricted housing units, targeting households at 80% AMI or less, within ½ mile of Activity Centers and high performance transit.

3b) Retain the number of naturally occurring affordable and workforce housing units in the community by managing change within existing neighborhoods.

3c) Increase the number of affordable and workforce units targeting households at 80% AMI or less within mixed-income developments (e.g. affordable and workforce units mixed with market rate units).

3d) Reduce the cost burden on households spending more than 45% of household income on housing and transportation.

3e) Reduce the cost burden on households spending more than 30% of household income on housing.

3f) Increase the rate of homeownership, especially within areas with low Access to Housing Opportunity scores.

3g) Dedicate at least 10% of future housing trust funds to home ownership in areas with low Access to Housing Opportunity scores.

3h) Increase housing opportunities and supporting infrastructure and amenities for residents choosing to age in place.

BIG IDEAS

- Lead the charge to pass enabling legislation for mandatory inclusionary zoning and implement throughout the community.

- Create a robust program of restorative justice targeting homeownership, creation and growth of small business, and equity building for the Black community, including strategic application of existing tools (e.g. low interest loans, small business assistance, etc.) and development of new tools (e.g. community land trusts, commercial lease assistance, etc.).

POLICIES

Regulatory Changes

3.1 Investigate new City-wide regulatory programs that require or incentivize development of affordable housing in mixed-income developments, in standalone affordable housing developments, and in targeted neighborhoods as defined by the Equitable Growth Framework and consistent with the Plan. This may include advocating changes to state law to enable conditional zoning to require the inclusion of affordable housing units in areas lacking affordable housing options, and applying the bonus program for affordable housing currently included in TOD districts to other Activity Centers and other targeted Place Types.

3.2 Encourage changes to state law that hamper the development of affordable housing, or that block City efforts to increase the stock of affordable housing, such as allowing fee waiver programs for affordable housing, broadening the allowable uses of tax increment, or fee reimbursement for projects that meet affordability standards.

3.3 Develop market-focused regulatory and administrative changes to encourage production of affordable housing.

3.4 Implement neighborhood conservation overlay districts where appropriate to encourage preservation of existing smaller footprint and Naturally Occurring Affordable Housing (NOAH) units.

3.5 Encourage development of a variety of housing product types, including affordable and workforce units, in Activity Centers by reducing or eliminating parking requirements and/or using shared parking, increasing height or density allowances when these units are built, or providing other development incentives (applies to Regional Activity Center, Community Activity Center, Neighborhood Center, and Campus). (cross-reference: Goal 1, Goal 4)

3.6 Use the *Place Type Manual* (Appendix B) to guide design transitions within neighborhoods to more intense use types that can accommodate affordable and workforce housing (applies to Neighborhood 1 and Neighborhood 2).

3.7 Encourage and address barriers to the development of transit-oriented housing. (cross-reference: Goal 4)

CASE STUDY: RESTORATIVE JUSTICE IN ASHEVILLE

Asheville, North Carolina is shifting from business as usual in launching their *Resolution Supporting Community Reparations for Black Asheville*, through which the City acknowledges systemic racism locally and nationally and how it has affected its Black community members. To make amends for the extensive racial injustice in the community's history, Asheville is offering its Black community members new opportunities. The resolution directs the City Manager to establish a process to develop short-, medium-, and long-term recommendations to specifically address the creation of generational wealth and to boost economic mobility and opportunity in the Black community. It also states that "the resulting budgetary and programmatic priorities may include but not be limited to increasing minority home ownership and access to other affordable housing, increasing minority business ownership and career opportunities, strategies to grow equity and generational wealth, closing the gaps in health care, education, employment and pay, neighborhood safety and fairness within criminal justice."

Image source: https://www.acluofnorthcarolina.org/en/news/asheville-passed-reparations-rest-north-carolina-should-do-same

3.8 Explore ways to encourage housing developments to include childcare facilities or that provide funding for such facilities through Community Benefit Agreements or financial or regulatory incentives.

Public Investments

3.9 Support an increased Housing Trust Bond Allocation to expand programs and develop more units.

3.10 Investigate ways the City and other public agencies can leverage financial resources or debt capacity to support incorporating affordable housing into new development projects, such as by using tax increment revenues for these purposes.

3.11 Continue using publicly owned land (the City, County, Charlotte-Mecklenburg Schools (CMS) etc.) for development of affordable housing, especially in areas with low Opportunity for Housing equity metrics.

Support for Homeownership

3.12 Continue preserving existing naturally occurring affordable housing, focusing on housing located in areas experiencing growth, through the creation and expansion of programs and efforts such as home repair and tree maintenance assistance programs.

3.13 Continue expanding and promote access to homeownership opportunities for residents.

3.14 Continue investing in improving the quality of existing affordable housing units.

3.15 Increase efforts to make homeowners aware of the Mecklenburg County property tax relief program for elderly homeowners[1] and consider working with the County to develop new programs to mitigate the impacts of rising property values on lower-income households, particularly in neighborhoods where housing costs are rapidly appreciating[2].

3.16 Coordinate and streamline existing programming that aids homeowners who desire to stay in their homes.

Strategic Partnerships

3.17 Support the creation of affordable housing through strategic acquisition and use of public land, and through the use of organizations such as community land trusts to purchase vacant land, land going into foreclosure, or land in other forms of receivership.

3.18 Work with regional housing partners to ensure that City goals and policies guide implementation of affordable and workforce housing developments within the City's planning area.

[1]source: https://www.mecknc.gov/AssessorsOffice/Pages/Tax-Exclusions-Deferrals.aspx

[2]source: https://www.dconc.gov/government/departments-f-z/tax-administration/property-tax-relief-programs/property-tax-relief-for-homeowners

RECOMMENDED PROJECTS AND PROGRAMS

3.19 Include provisions similar to the Bonus Menu included in the TOD Zoning Ordinance in some or all new zoning districts associated with Neighborhood 2, Community Activity Center and Regional Activity Center Place Types.

3.20 Develop an affordable housing nexus study to determine the relationship between new development and the demand it creates for affordable housing units.

3.21 Provide regulatory incentives for mixed-income developments.

3.22 Explore new and support existing public-private partnerships to build affordable housing on City-owned land, especially in areas with low transportation costs such as near high-performance transit stations.

3.23 Use the *Equitable Growth Framework* metrics to evaluate privately initiated rezoning applications and their impact on affordability.

3.24 Create an ombudsman office to support developers of affordable housing and the implementation of community benefits from development projects.

3.25 Explore policies and programs to encourage inclusion of childcare facilities in all neighborhood types and Activity Centers.

3.26 Support and expand the existing Housing First model and collective impact approach to providing housing and other support services to unsheltered residents.

CASE STUDY: HOUSING AN INCLUSIVE DENVER

With reasonably priced and accessible housing becoming harder to come by in Denver, Colorado, the strategic document *Housing an Inclusive Denver* outlines approaches to create and preserve strong and opportunity-rich neighborhoods with diverse housing options that are affordable to all Denver residents. The goal is to create affordable housing in vulnerable areas in addition to areas of opportunity, while preserving affordability and housing quality. In addition, the City has focused on stabilizing areas with the highest risk of involuntary displacement while supporting the homeless population by providing them with a network of temporary and supportive housing options.

The City of Denver's role includes:

- Coordinating housing investments with the City's other affordability resources;

- Strengthening the City's Preservation Ordinance;

- Supporting land-use regulations that incentivize affordable and mixed-use housing;

- Exploring additional forms of tax relief for low and moderate-income households struggling to keep up with rising property taxes; and

- Exploring a rental registry that would require landlords to register their rental properties and participate in regular inspections for health and safety standards.

Image source: 1) https://wallpapercave.com/denver-colorado-wallpapers 2) https://www.denver80238.com/welcome-home-2-3/

GOAL 4: TRANSIT- AND TRAIL-ORIENTED DEVELOPMENT (2T-OD)

Charlotte will promote moderate to high-intensity, compact, mixed-use urban development along high-performance transit lines and near separated shared-use paths or trails.

OBJECTIVES

4a) **Increase the percentage of households and jobs (new and existing) within ½ mile access to trail access points.**

4b) **Increase the share of households and jobs with safe access to high-performance transit stations (light rail, streetcar, bus rapid transit, and bus routes with headways of 15 min or less during peak hours).**

4c) **Increase the share of commercial (mixed use, entertainment, and employment) development within a 10-minute tree-shaded walk or bike trip of trail access points and high-performance transit stations.**

4d) **Approach maximum build out under the TOD zoning for development within a 10-minute walk or bike trip of trail access points and high-performance transit stations.**

4e) **Increase the number of moderate- to high-intensity developments along regional transit and trail routes.**

4f) **Increase safe and connected bike infrastructure within two miles of transit stops and trail access points.**

4g) **Decrease the percentage of transit stops without access to sidewalks.**

4h) **Provide signalized pedestrian crossings at all transit stops on thoroughfares.**

4i) **Increase the number of connections between new trail and/or transit line developments and neighborhoods of varying land uses, densities, and architecture.**

4j) **Increase the number of developments that are transit-oriented in both location and design.**

4k) **Create engaging public spaces near high-performance transit stops, stations and trails.**

BIG IDEAS

- Prioritize equitable TOD (E-TOD) along high-performance transit and trail corridors.

POLICIES

Regulatory Changes

4.1 Continue to ensure TOD zoning matches characteristics of Activity Centers as discussed in the *Plan* (applies to Regional Activity Center, Community Activity Center, Neighborhood Center, and Campus).

4.2 Encourage active transportation, connectivity, and multimodal access through updates to the development regulations, active transportation design standards, and mobility investment prioritization processes as outlined in the *Strategic Mobility Plan* and Goal #5. (cross-reference: Goal 5, Goal 6)

4.3 For new high-performance transit corridors, apply TOD zoning that facilitates market-supported transit-oriented developments served by local transit services and shared-use paths in a context-sensitive design that reflect individual corridor opportunities as guided by the *Strategic Mobility Plan* and *Future Place Types Map*.

4.4 Near high-performance transit stations, apply TOD zoning which does not require minimum parking and has parking maximums. (cross-reference: Goal 5)

4.5 Support application of innovative parking management strategies and technologies to meet parking requirements.

4.6 Locate parking behind or beside buildings and consolidate into shared areas to optimize pedestrian environment along main streets.

4.7 Explore the feasibility of implementing shared parking/parking district programs, especially in higher density areas with a mix of uses. (cross-reference: Goal 1, Goal 3)

4.8 Consider multimodal transportation impacts in the development approval process, with a focus on transportation investment priorities.

4.9 Investigate use of shared parking at park-and-ride mobility hubs to facilitate access to higher intensity Activity Centers with more limited parking.

4.10 Encourage new developments to locate along shared-use paths outside environmentally sensitive areas, and to create public gathering spaces along the shared-use paths, allowing development to have direct access to or front the shared use.

4.11 Evaluate the existing Environmental Bonus Menu items in the TOD zoning ordinance to understand their use and efficacy over time to support our low carbon city goals; update the Bonus Menu as necessary for TOD and other zoning districts.

THE NEW TOD: TRAIL-ORIENTED DEVELOPMENT

As cities and neighborhoods continue to grow, the implementation of Trail-Oriented Developments has proven effective in connecting and strengthening communities. A recent publication by the Urban Land Institute summarizes the success of Trail-Oriented Development, and the use of investment in bicycle and pedestrian infrastructure to catalyze high-quality development. Many cities have experienced a boost to their economic growth based on improved real estate value and an increase in retail visibility. Cities are supporting Trail-Oriented Development with programs that build multi-use paths, and zoning that supports mixed-use land uses near trails.
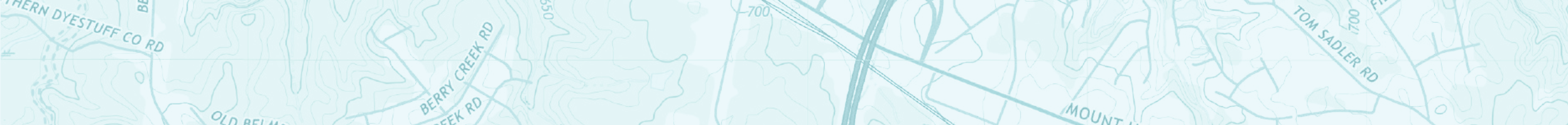
Public Investment

4.12 Support CATS System Plan update vision statements: 1) establish reliable transit to connect the region, enhance quality of life, and strengthen access to opportunities, 2) use transit to influence and shape growth while respecting community character, and 3) increase mobility in each corridor through effective transit investments.

4.13 Establish a mobility investment priority hierarchy within high-performance transit station areas that assigns priority to pedestrians/transit riders, cyclists/shared-mobility users, delivery/loading needs, and finally, private motor vehicles, in that order, when making mobility investments and designing transportation facilities including streets.

4.14 Prioritize shared-use path development to connect to existing neighborhoods, fill gaps in the existing multimodal network with all ages-and-abilities facilities and connect to new higher intensity developments as identified in the *Strategic Mobility Plan*. (cross-reference: Goal 4. Goal 6)

4.15 Support investment in utilities and multipurpose facilities (e.g. greenways for parks + transportation + stormwater) in urban areas and established neighborhoods through coordinated efforts with County Park and Recreation, CDOT, Storm Water Services, and other partners. (cross-reference: Goal 4, Goal 6)

4.16 Investigate use of micromobility solutions (bike-share, scooter-share, etc.) to address intra-neighborhood circulation concerns.

Strategic Partnerships

4.17 In coordination with regional and local partners including Charlotte Regional Transportation Planning Organization (CRTPO), North Carolina Department of Transportation (NCDOT), South Carolina Department of Transportation (SCDOT), Charlotte Area Transit System (CATS), and major employers, support transportation demand management (TDM) strategies that recognize the value of parking management, walk and bike facilities, and transit service. (cross-reference: Goal 5, Goal 8)

4.18 Improve inter-departmental and inter-jurisdictional cooperation in planning, implementing, and maintaining shared-use path facilities. (cross-reference: Goal 5)

4.19 Improve coordination of transit alignment planning with land-use planning to maximize effectiveness of transit investments by using future Place Types mapping to inform transit planning efforts.

4.20 Coordinate with Business Districts (such as Business Improvement Districts), Municipal Service Districts and other area organizations on local transportation projects and leverage resources as available.

4.21 Encourage public-private partnerships for creation of high-quality public spaces integrated with new development within high-performance transit station areas.

RECOMMENDED PROJECTS

4.22 Assess development regulation standards related to connectivity, block length, and transportation cross-sections and update for consistency with Plan policies.

4.23 Identify programs and regulations to encourage developers to approach the maximum allowable density for development near trail access points and high-performance transit.

4.24 Work with partners to develop transportation demand management (TDM) strategies that support plan goals.

4.25 Develop a scorecard system for prioritizing in the Capital Improvement Plan (CIP) bicycle, pedestrian, and other active mode capital improvements for low-income communities that have limited accessibility and connectivity.

4.26 Work with regional partners to develop a coordinated implementation phasing plan for regional trail corridors like the Cross Charlotte Trail, the Mooresville to Charlotte Trail, and the Silver Line Rail Trail.

4.27 Identify and address safety issues and barriers to access to existing high-performance transit stops. Add publicly accessible streets, alleys, and through-block passages to improve pedestrian connections when possible.

CASE STUDY: CHICAGO'S 2020 E-TOD POLICY PLAN

Equitable TOD (E-TOD) is development that enables all people regardless of income, race, ethnicity, age, gender, immigration status or ability to experience the benefits of dense, mixed-use, pedestrian-oriented development near transit hubs. E-TOD elevates and prioritizes investments and policies that close the socioeconomic gaps between neighborhoods that are predominately people of color and those that are majority white. E-TOD projects also help to ensure that the people and households who most need transit access are not priced out of station areas or transit corridors.

Since 2013, the City of Chicago has been encouraging compact, mixed-use transit-oriented development (TOD) near CTA and Metra rail stations. This development model can create additional community benefits such as increased transit ridership and more walkable communities, both of which reduce traffic congestion and greenhouse gas emissions, while also promoting public health and adding to the City's tax base. A January 2019 TOD ordinance amendment included an explicit equity focus and expanded TOD policy provisions to include property near several high-frequency bus corridors as well as extended the incentives to the densest residential zones. The 2019 Ordinance also requires the City to evaluate the performance of recent TOD projects and recommend revisions to the TOD provisions where appropriate. The City's 2020 E-TOD Policy Plan is further advancing equitable TOD development in Chicago by:

- Leveraging publicly owned land and vacant lots near transit for public benefit;
- Preserving unsubsidized affordable housing in TOD zones;
- Strengthening affordability and accessibility requirements;
- Developing incentives and policies to preserve and retain community organizations, small businesses and other neighborhood assets in TOD zones; and
- Prioritizing E-TOD in applications with city funding.

Image source: https://www.shutterstock.com/search/traffic+downtown+chicago

GOAL 5: SAFE AND EQUITABLE MOBILITY

Charlotte will provide safe and equitable mobility options for all travelers regardless of age, income, ability, race, where they live, or how they choose to travel. An integrated system of transit, bikeways, sidewalks, shared-use paths, and streets will support a sustainable, connected, prosperous, and innovative network that connects all Charlotteans to each other, jobs, housing, amenities, goods, services, and the region.

OBJECTIVES

5a) **Eliminate transportation-related fatalities and serious injuries to make our streets safe for everyone.**

5b) **Increase access in our historically underinvested communities and modes of transportation to support equitable and affordable mobility options.**

5c) **Increase access to sustainable and zero carbon transportation modes and mobility options to support our Strategic Energy Action Plan.**

5d) **Increase the share of trips made without a car to broaden the connectivity and capacity of our transportation infrastructure.**

5e) **Locate high-performance transit stations to maximize accessibility to neighborhoods with low-income households while avoiding direct displacement of existing residents.**

5f) **Dedicate targeted transportation investment in high growth areas with the most significant traffic congestion.**

5g) **Increase the number of pedestrian and bike routes that are shaded by trees for safety, health and aesthetic value.**
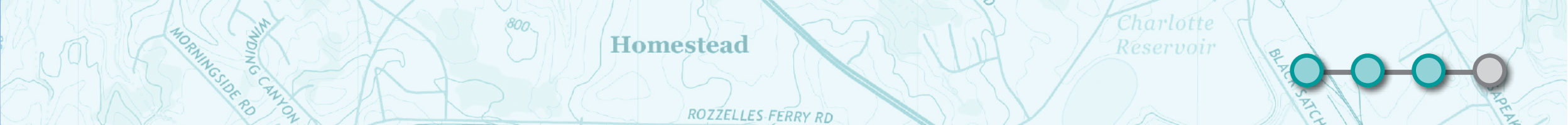
BIG IDEAS

- Set an aggressive mode shift goal that determines how the City 1) prioritizes investment in different modes of transportation, 2) allocates limited right-of-way space among different modes of transportation, 3) manages growth and travel demand, 4) sets new policies, and 5) supports equity and affordable transportation choices in all areas of the City.

POLICIES

5.1   Prioritize the safety and comfort of travelers in all modes when planning and implementing mobility projects and focus safety investments on the "high injury network" - the 10% of Charlotte streets that account for 100% of serious injury and fatal crashes.

5.2   Define transportation equity and develop quantitative equity metrics to guide the prioritization of programs and projects that ensure that people of all ages, abilities, and backgrounds have access to high-quality, affordable transportation choices. (cross-reference: Goal 1)

5.3   Increase access to zero carbon transportation options for first- and last-mile trips and provide new and adapt existing transportation infrastructure to support a range of tree-shaded sustainable transportation choices. (cross-reference: Goal 6)

5.4   Increase the mode share of walking, biking, transit and shared/micro mobility, setting and tracking goals for investment in infrastructure, strategies, and education programs. (cross-reference: Goal 4, Goal 6)

5.5   Build and maintain our transportation infrastructure utilizing design, materials, and a program of regular maintenance that minimizes lifecycle costs and keeps our roadways and bridges in good repair.

5.6   Expand street network connectivity, street tree canopy and protect right-of-way in growing and redeveloping areas to provide efficient access, route choices, and complete streets for all travel modes. (cross-reference: Goal 4)

5.7   Ensure that public space and complete street design standards are incorporated into all street projects, recognizing that our streets should be designed as one of our greatest public space assets.

5.8   Support the testing, piloting, and implementation of emerging mobility strategies and technologies to evaluate low-cost and nimble mobility investments.

5.9   Monitor, measure and respond to shifting mobility preferences, behaviors and patterns.

5.10 Leverage technology and partnerships to better manage congestion through advance planning, intelligent transportation systems, demand management, and shared public/private funding strategies.
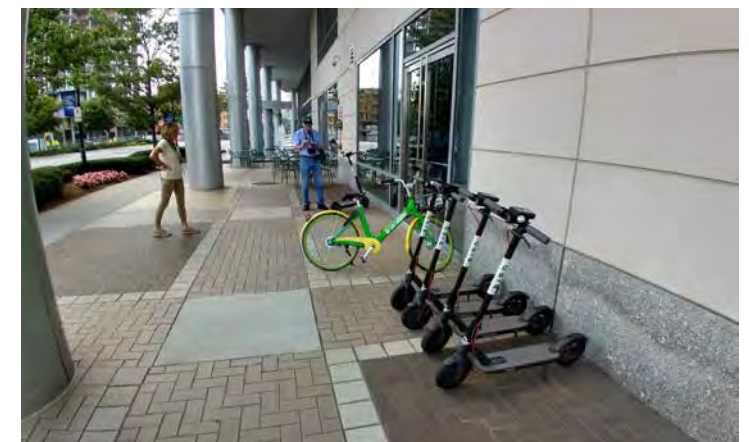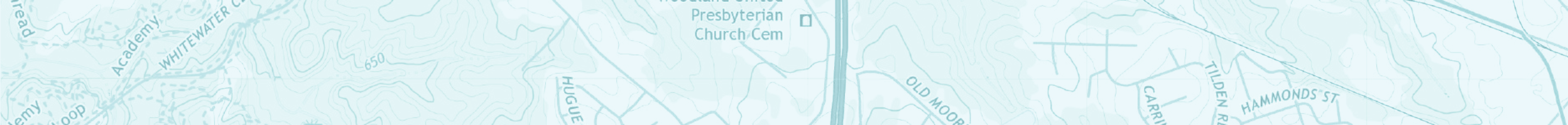
5.11 Improve neighborhood-serving mobility hubs (bus stops and ridesharing locations) by providing amenities such as LED lighting, covered seating, trees, and aesthetic improvements, and co-locating with e-vehicle pickup locations.

5.12 Include in the development regulations an integrated Traffic Impact Study (TIS) / Transportation Demand Management (TDM) program that requires development and redevelopment projects to evaluate and address the multi-modal transportation impacts of the development.

RECOMMENDED PROJECTS AND PROGRAMS

5.13 Vision Zero Action Plan: Continue implementation of the City's adopted Vision Zero Action Plan to eliminate traffic deaths and serious injuries for all who share Charlotte streets by 2030.

5.14 Pedestrian Program: Continue targeted investment in the pedestrian and sidewalk network to make strategic investments and fill network gaps. (cross-reference: Goal 1)

5.15 Bicycle Program: Continue targeted investment in the bicycle network to make strategic investments and build a complete network.

5.16 Transit Bus Priority Corridors: Implement transit priority and high-frequency service on key corridors.

5.17 ADA Transition Plan: Implement the ADA Transition Plan by upgrading mobility infrastructure in compliance with the *Americans with Disabilities Act (ADA)* **and P***ublic Right of Way Accessibility Guidelines (PROWAG)***.**

5.18 Maintenance & Street Resurfacing: Resurface city streets on a regular (typically 12-to-15-year) cycle, maintain existing sidewalks, pavement markings, signage, and curb/gutter; take advantage of routine resurfacing to improve bicycling and walking facilities.

5.19 Connectivity Program: Create new network connections for all modes, alleviate pressure on existing thoroughfares by providing new route choices, and stitch together Charlotte's historically disconnected street grid. (cross-reference: Goal 4)

5.20 Complete Streets Program: Build out new streets where right-of-way has been reserved by development and address needs identified by the regional CTP, and retrofit existing streets to include facilities for all modes, sidewalks, and street trees. (cross-reference: Goal 4)

5.21 Traffic Control Devices & Intelligent Transportation Systems: Maintain, upgrade, and coordinate traffic signals to improve the efficiency and safety of Charlotte's existing mobility network for all users.

5.22 Bridge Maintenance: Inspect, maintain, repair, and replace City-maintained bridges.

5.23 Street Lighting: Complete the conversion to LED lighting and install new street lights within our existing mobility network.

5.24 Transportation Demand Management: Implement programs and projects that educate, encourage, and provide incentives for residents to choose travel modes other than single-occupant personal vehicles. (cross-reference: Goal 4, Goal 8)

5.25 **Partnership Opportunities:** Preserve and support mobility opportunities by allocating dedicated funding for advanced planning and right-of-way acquisition for mobility projects, for public-private partnerships that allow the city to enter into cost-share arrangements with private stakeholders, and for upgrades to planned NCDOT infrastructure projects that are necessary to achieve the city's mobility goals.

5.26 **Strategic Mobility Plan:** Develop and regularly update a Strategic Mobility Plan, that establishes a comprehensive and prioritized strategy of mobility projects and programs to implement the shared goals and policies of the Comprehensive Plan.

5.27 **Crime Prevention Through Environmental Design (CPTED):** Leverage investments in the mobility network to incorporate design considerations, features and elements that enhance personal and community safety (e.g., limiting obstructions, increasing lighting, etc.).

CASE STUDY: SEATTLE'S COMMUTE TRIP REDUCTION (CTR) PROGRAM

Seattle's Commute Trip Reduction (CTR) program plays a crucial role in the City's effort to reduce congestion and provide mobility choices. The CTR program is a key transportation demand management effort toward mitigating the impacts of population and employment growth while facilitating a thriving business environment, diverse travel choices, and a reduction in transportation emissions. The *2019-2023 CTR Strategic Plan* establishes the vision for the next era of Seattle's program, building upon recent program innovations to position Seattle and its employers for ongoing success. The Plan sets performance targets and identifies priorities for the next five years. It outlines a package of potential solutions to continue to deliver high-quality programming and meet the challenges Seattle's transportation network faces. It also establishes updated Drive Alone Rate (DAR) targets to support Seattle's overall mode split goals. Each area of the city is assigned a target and the achievement of all network targets means that the city as a whole reaches its DAR target of 25% by 2035, established by the *Seattle 2035 Comprehensive Plan.*

Image source: 1) https://seattlegood.org/listings/commute-seattle/ 2) https://www.seattlebusinessmag.com/green/tableau-tool-tackles-seattles-terrible-traffic

CASE STUDY: MANAGING TRANSPORTATION DEMAND IN ARLINGTON

Residents, employees and visitors of Arlington, Virginia are benefiting from the enhanced Transportation Demand Management (TDM) programs the City has executed. With a goal to reduce single-occupancy vehicles (SOV) trips throughout the community, the City is offering more and better mobility choices, which encourage people to use forms of transportation other than driving alone. TDM programs include increased parking prices, discounted transit passes, high-quality bicycle parking and associated facilities (e.g. showers and changing rooms), and real-time transit information. The City has worked with developers and businesses to support infrastructure, amenities, polices and programs to maximize the effectiveness of TDM strategies.

Image source: https://www.commuterpage.com/ways-to-get-around/local-bus-systems/

GOAL 6: HEALTHY, SAFE, AND ACTIVE COMMUNITIES

All Charlotteans will live and work in safe and resilient neighborhoods that enable healthy and active lifestyles by reducing exposure to harmful environmental contaminants, expanding and improving the quality of tree canopy cover, encouraging investment in walking, cycling, and recreation facilities, and providing access to healthy food options and health care services.

OBJECTIVES

6a) Increase percentage of households within a comfortable, tree-shaded 10-minute access of primary care health care services.

6b) Increase the number of days that air quality is "good" to 325 and reduce the number of days that air quality is "unhealthy for sensitive groups" or worse to zero.

6c) Reduce rates of obesity from 24% to 20% and reduce the number of neighborhoods where obesity rates are higher than 24%.

6d) Increase the percentage of low-income households living within ½ mile of a Medicaid care provider or free clinic.

6e) Increase the number of urban farming and fresh produce opportunities (e.g. community gardens, farmers markets, co-ops, food forests, neighborhood-based CSAs, etc.) accessible to all neighborhoods within a 10-minute walk or bike ride.

6f) Reduce and eliminate food deserts within the City.

6g) Improve perceptions of public safety and measure perception through community surveys.

6h) Improve public safety and public safety perceptions through annual reductions in violent and property crimes.

BIG IDEAS

- Institute a program for local grassroots shared management or adoption of and programming of public open space, and encourage development of organizations throughout the City to create additional opportunities to engage in active living and help develop healthy neighborhoods.

POLICIES

Regulatory Changes

6.1 Monitor, maintain, and seek to improve environmental determinants of health such as air and water quality through public investments and City ordinances that target current locations of environmental contaminants (e.g. heavy industrial sites and residential communities near highways) and through conscientious mapping of Place Types and new zoning districts.

6.2 Review current regulations to ensure tobacco-related air pollution is appropriately addressed in public spaces and in privately-owned spaces that are accessed by the public.

6.3 Review noise-related impacts on health and ensure that regulations and natural systems appropriately address placement of noise-sensitive land uses such as residential uses in relation to noise-generating uses.

6.4 Review zoning regulations to help ensure the ability to place emergency medical facilities in locations that ensure all residents have adequate access to emergency care.

6.5 In the development regulations, reduce barriers to growing food in most or all zoning districts.

6.6 Adjust development regulations to allow for outdoor farmers' markets and pop-up markets in appropriate locations (applies to Regional Activity Center, Community Activity Center,

Neighborhood Center, Campus, Commercial, Innovation Mixed Use, and Neighborhood 2). (cross-reference: Goal 1)

6.7 Facilitate the application of North Carolina's Voluntary Agricultural District to help preserve existing farmland, especially those contributing to the production of local fresh food.

Public Investment

6.8 Work with the County to identify the appropriate roles the City should undertake in supporting urban parks and open spaces (e.g., programming, maintenance/management, funding, etc.).

6.9 Prioritize construction of a complete active transportation network that includes connections to parks and health care facilities and reduces motor vehicle emissions by increasing public investment in tree-shaded sidewalks, bikeways, and shared-use paths, prioritizing in parts of the City that lack facilities. (cross-reference: Goal 4, Goal 5)

6.10 In coordination with Mecklenburg County, increase City investment in building and operating recreational facilities such as parks and fields, prioritizing with the County those parts of the City that lack adequate facilities in accordance with the Park and Recreation Master Plan. (cross-reference: Goal 7)

CASE STUDY: COMBATTING OBESITY WITH SIDEWALKS IN PERTH

It has been documented that the built environments can increase physical activity by encouraging walking and cycling. A study in Perth, Australia examined the cost impact and change in health-adjusted life years (HALYs) of installing additional sidewalks in established neighborhoods. Installing and maintaining an additional 10 kilometers (6.2 miles) of sidewalk in an average neighborhood with 19,000 adult residents was estimated to cost $3.0 million (US) over 30 years and resulted in 24 HALYs over the lifetime of an average neighborhood adult resident population. The incremental cost-effectiveness ratio was approximately $125,000 (US)/HALY. Examining results from multiple neighborhoods included in the study indicated that increasing population densities significantly improves cost-effectiveness. Thus, sidewalks should be considered alongside other complementary elements of walkability, such as population density, land use mix, street connectivity and safety.

Image source: https://www.ausleisure.com.au/news/city-of-perth-urban-forest-program-acknowledged-for-role-in-improving-public-health/

6.11 Invest in the development of healthy food options in existing food deserts, such as through technical assistance or financial grants to support community gardens, urban agriculture, edible orchards, and farmers' markets; financial incentives to attract businesses that offer healthy food options; and the use of available City-owned land for community-run agricultural or grocery uses.

6.12 Invest in programs that address social determinants of health conditions (e.g., tobacco use, substance abuse, domestic violence, and other determinants) targeting neighborhoods that are the most vulnerable.

6.13 Adequately fund proactive tree care and planting for public trees to boost tree canopy in all neighborhoods to reduce exposure to air pollution and reduce chronic health issues.

6.14 Coordinate economic development and brownfield remediation efforts to encourage cleanup and redevelopment of brownfield sites.

Other City Initiatives

6.15 Invest in programs that address cultural and language barriers that may hinder access to health care resources or other social services.

6.16 Explore opportunities for new public markets and large-scale farmers' markets, as well as improvements to existing markets per direction provided in the *City's Farmers Market Study*.

6.17 Where appropriate, use Health Impact Assessments to evaluate the impact of proposed public and private projects on community health.

6.18 Proactively address health hazards in housing and advance design that improves physical and mental health.

6.19 In City facilities including recreational facilities, encourage the sale of healthy food options by concessionaires and in vending machines.

6.20 Identify locations that are appropriate for more intensive uses that minimize negative environmental impacts on City residents and the natural environment, and consider rezoning to support compatible land uses. (cross-reference: Goal 8)

6.21 Require that all small-area planning processes include an inventory of existing environmental contaminants that impact the surrounding community, and that final small-area plans include strategies to address these contaminants through a mix of City and private investment.

6.22 Charlotte-Mecklenburg Police Department will prioritize collaborative community partnerships that seek to improve and enhance the safety of the public. These partnerships will include youth engagement programs such as Envision, REACH Academy, and others which are intended to provide more positive futures for our youth. In addition to these programs, the department will focus on innovative crime management strategies focused on reducing victimization. The department will continue to provide support services for crime victims and effectively investigate criminal behavior.

RECOMMENDED PROJECTS AND PROGRAMS

6.23 Develop and integrate healthy living policies into City messaging.

6.24 Develop preventative programs and community events designed to promote improved health and wellness decision-making.

6.25 Incorporate tree canopy expansion and improvement efforts into existing and new public health initiatives across the city.

6.26 Reevaluate residents' access to healthy food through an updated community food assessment.

6.27 Evaluate programmatic, investment, and regulatory opportunities to create new public open and green spaces within existing neighborhoods, such as using vacant lots, and require public open spaces and small parks as part of new developments.

6.28 Examine existing and new ordinances to identify mechanisms to encourage or require tree-shaded streets and more publicly accessible open spaces and street trees in a variety of development types.

6.29 Develop an Urban Agriculture Action Plan and include a land suitability analysis of City-owned properties to determine which may be suitable for urban agricultural uses.

6.30 Create an advisory group of food sellers and producers to identify strategies to expand access to healthy, fresh foods into food deserts.

6.31 Pursue improvements to the Charlotte Regional Farmers Market.

6.32 Create a Charlotte Farmers Market Association to coordinate and strengthen the city's existing and new farmers' markets through an entity governed by farmers' market managers and sponsors and supported by paid staff.

CASE STUDY: PRIVATELY OWNED PUBLIC OPENS SPACES (POPOS) IN SAN FRANCISCO

POPOS are publicly accessible spaces in forms of plazas, terraces, atriums, small parks, and even snippets which are provided and maintained by private developers. Their creation is linked to the urban planning rules of the City which require that a certain percentage of sites developed in Downtown be accessible to all.

San Francisco's first privately owned, publicly accessible park was constructed at the base of the Transamerica building in the late 1960s. At that time, building codes neither required nor encouraged development of public space at street level, and accordingly most office towers were built right to the edge of the property. The few exceptions were in buildings where developers sought density and height bonuses and created public space as a condition for approval.

In the 1985 Downtown Plan the city codified the conditions under which developers had to construct publicly accessible open spaces, which could be as diverse as plazas, greenhouses, or atriums, but had to comply with standards of landscaping, design, seating, and bathrooms.

The San Francisco Bay Area Planning and Urban Research Association (SPUR) developed an inventory of POPOS, complete with a printable map. SPUR has also made numerous recommendations for improving the public's experience of existing POPOS, including better signage, better maintenance of the facilities, more seating, and cleaner bathrooms, as well as recommended standards for future POPOS.

Image source: 1) https://sf.curbed.com/maps/sf-parks-private-popos-public-owned-spaces-downtown
2) https://www.pinterest.com/pin/471048442256632549/

GOAL 7: INTEGRATED NATURAL AND BUILT ENVIRONMENTS

Charlotte will protect and enhance its surface water quality, tree canopy, and natural areas with a variety of trees, plantings, green infrastructure, green building practices, and open space at different scales throughout the entire community as a component of sustainable city infrastructure.

OBJECTIVES

7a) Increase the number of small parks within or near neighborhoods that contain community amenities such as recreation facilities, tree canopy, retrofit stormwater facilities, and water quality/natural resource education.

7b) Increase the acreage of protected (including public and private) natural lands (such as forests and natural areas) within the City.

7c) Remove all City streams from the federally-designated list of impaired streams.

7d) Increase the acreage of amenitized open space and forested or tree-shaded open space within private developments that are open to the public.

7e) Reduce the number of flood prone areas through mitigation efforts.

7f) Make City government buildings and vehicle fleets carbon neutral.

7g) Reduce per capita carbon emissions in the City.

7h) Decrease the acreage of tree canopy loss on residential property and maintain a high level of citywide tree canopy across all neighborhoods

7i) Achieve the ideal age, species, size, and composition of the urban forest to ensure a resilient, sustainable tree canopy that provides the greatest benefit to the community.

7j) Increase the number of developments utilizing clustered residential and low-impact development, and green building practices or receiving green building certifications.

7k) Continue to expand the use of green stormwater infrastructure to improve water quality and reduce flooding, including in-fill and redeveloping areas.

BIG IDEAS

- Implement the Strategic Energy Action Plan by implementing Resilient Innovation District (RID) programs throughout the City that are responsive to different Place Types and contexts and promote net zero development and carbon neutrality.


POLICIES

Regulatory Changes

7.1 Continue to implement and encourage green stormwater infrastructure (such as bioswales, rain gardens, and green roofs).

7.2 Improve support of tree canopy maintenance and expansion in City regulations. Remove tree save exemptions and provide for innovative and flexible mitigation measures for dense urban areas (i.e. fee-in-lieu option to support the acquisition, protection, and management of green spaces in developing areas).

7.3 Update development regulations to better mitigate impacts from development and infill development such as stormwater runoff and tree removal.

7.4 Consider adopting new development regulations that encourage energy efficiency improvements in existing residential and commercial buildings with emphasis on high energy users.

7.5 Continue to require development of publicly accessible shared-use path sections that connect the City's network through private developments and change private development standards to ensure that path sections constructed on private lands meet public standards. (cross-reference: Goal 4)

7.6 Review development regulations for opportunities to remove barriers, and/or create requirements or incentives for sustainable development practices, including regulations relating to implementation of solar power through community solar arrays, energy efficiency in buildings, electric vehicle charging stations, and battery energy storage in residential and non-residential areas.

7.7 Prioritize heritage trees and existing contiguous forests in tree preservation regulations.

7.8 Expand and enhance non-regulatory and regulatory solutions to control or eliminate invasive plant species on public lands and in tree preservation areas during development.

Public Investment

7.9 Dedicate sufficient resources for City staff to enforce policies and codes, monitor progress and review environmental performance against targets and objectives on a regular basis. Comply with applicable environmental legislation as a minimum level of performance, assessing the environmental impacts of all activities in the City, as well as provide education and incentives to citizens and businesses.

7.10 Fully fund a proactive care program and strategic tree planting program for all public trees and for private development in underserved areas or for affordable housing projects.

7.11 Increase sustainable and resilient building standards applicable to existing and new City buildings through a revised Sustainable Facilities policy – for example, require LEED certification for new construction, solar energy generation where feasible, energy benchmarking, temperature set points, and net zero energy consumption.

7.12 Continue to preserve and protect tree canopy on City-owned properties and consider a tree planting program on City-owned properties available for public use, such as the Urban Arboretum Trail.
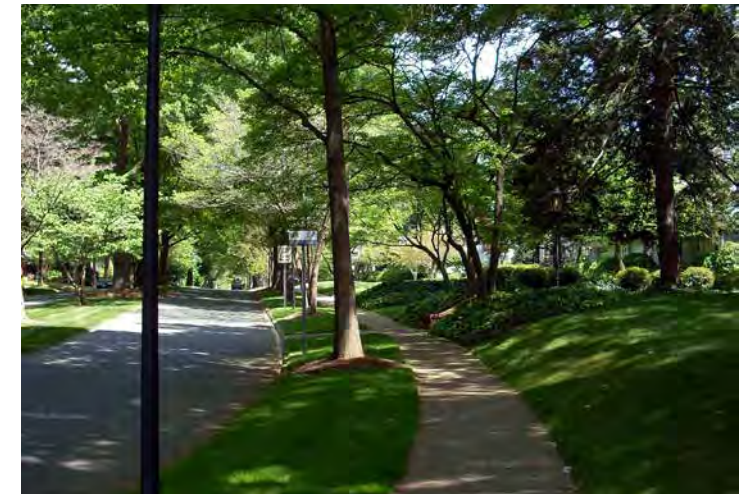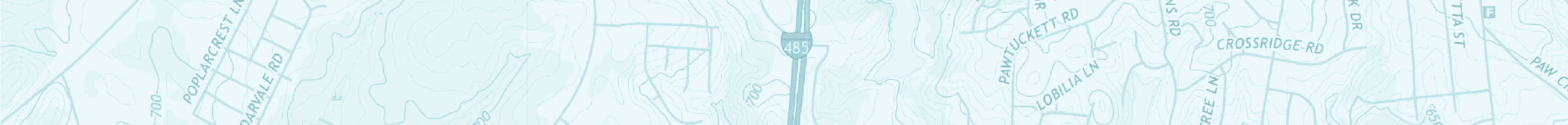
7.13 Purchase high priority natural lands that serve important City interests such as stormwater management, recreation, and water quality.

7.14 Evaluate all relevant life cycle costs of using green stormwater infrastructure or more traditional engineered stormwater systems when making public infrastructure investment decisions.

7.15 Using the Tree Conservation Fund and potentially new sources of funding, increase investment in green space and tree canopy initiatives to support housing and neighborhood policies and ensure residents are connected to nature and environmental justice issues are avoided. (cross-reference: Goal 1, Goal 2, Goal 3)

7.16 Develop community partnerships, funding, and regulatory concepts to facilitate the removal of invasive species on private property and increase the quality of our tree canopy.

Strategic Partnerships

7.17 Establish new partnerships and expand existing partnerships with stakeholders that may include Mecklenburg County, other governmental organizations, community organizations, and nonprofits to secure private funding and support to develop new and existing parks, tree canopy and shared-use paths, and the protection of open spaces.

7.18 Continue working with Mecklenburg County Land Use and Environmental Services Agency within shared watersheds to set resiliency policies, establish implementation programs, and implement consistent regional standards to manage change within watersheds. Use the Charlotte-Mecklenburg All Hazards Plan and future County stormwater residual flood risk goals to guide these efforts.

Other City Initiatives

7.19 Continue to test, pilot, and document green storm-water infrastructure best management practices.

7.20 Develop a dashboard to track progress towards the City's climate action goals.

7.21 Evaluate the quality of and accessibility to parks, particularly in underserved communities, and partner with the County to set higher standards as identified. (cross-reference: Goal 6)

7.22 Encourage green building techniques and practices in all types of renovations and new developments, implement the Charlotte Sustainable Facilities Policy, and continually review effectiveness of policies and regulations that support sustainable development.

7.23 When there are perceived or real conflicts between trees and other city priorities, economic development projects, and infrastructure improvement projects, the City will support creative and innovative solutions that protect the tree canopy.

7.24 Continue diversifying recreation opportunities to provide inclusive environments for all ages and abilities.

7.25 Explore programs to protect natural and less developed lands that serve important recreational and natural drainage purposes through means such as conservation easements in partnership with Mecklenburg County, land trust partners, and landowners.

7.26 Develop a benchmarking policy for larger commercial buildings to compare energy and water usage over time and encourage conservation measures.

7.27 Continue to transition the City to a circular economy by expanding programs that maximize product reuse and recycling and minimize waste, such as City-wide composting.

7.28 Advance the City's sustainability goal to reduce carbon emissions through expanded electric vehicle infrastructure, better access to alternative modes of transit, increased energy efficiency in buildings, and increased use of solar energy at City-owned buildings.

RECOMMENDED PROJECTS AND PROGRAMS

7.29 Develop climate change and disaster resilience plans for each neighborhood and use the future Mecklenburg County Stormwater residual flood risk goal data and Charlotte-Mecklenburg All Hazards Plan to guide mitigation actions.

7.30 Monitor and develop programs to mitigate the effects of urban heat island effect in historically red-lined communities.

7.31 Establish programs to educate the public on how to reduce individual environmental impact through sustainable practices relating to water usage, composting, fertilizers, and energy usage.

7.32 Replace the City's fleet with electric or hybrid vehicles.

7.33 Improve the City's composting and recycling programs.

7.34 Consider a program to help pay for energy efficiency improvements in low-income neighborhoods.

7.35 Work with the County on the development of an app that provides an interactive map of all public parks, open spaces, and trails.

7.36 Consider requiring bathymetric surveys as part of new developments to measure potential impacts of new developments on lakes and ponds located downstream of the development.

7.37 Explore tools to ensure streams and steep slopes have sufficient buffers of high-quality trees and associated vegetation to control erosion, nutrient loads and other pollution.

7.38 Conduct a study of existing wildlife habitat/migration patterns to identify gaps in the ecological system. Map these locations and compare with sites identified for new park and recreation facilities, shared-use paths, enhanced tree canopy, riparian corridors, and areas targeted for green stormwater infrastructure facilities to identify overlapping open space priorities.

7.39 Implement a signage program throughout the City to provide clarity for shared-use path and park connections.

7.40 Modify development regulations for zoning districts associated with neighborhoods to provide publicly accessible open spaces as part of private developments.

7.41 Using the Tree Conservation Fund and potentially new funding sources, develop a program for land acquisition or conservation easements to support protection of prime conservation lands.

7.42 Explore development of a climate action plan to determine specific targets and metrics for carbon footprint reduction city-wide.

7.43 Evaluate opportunities to use trees and other vegetation on existing vacant parcels to provide ecosystem services (e.g. erosion control, stormwater and water quality services) to address surface water quality in the City.

7.44 Promote conservation easements to protect undisturbed forest patches and/or reforested areas, especially on vacant or industrial parcels.

7.45 Promote a healthy and diverse tree canopy, including:
- Uneven-aged, predominantly overstory broadleaf and coniferous trees with a native/ornamental mixed species understory;
- Street trees of diverse species and a sustainable age distribution; and
- Ornamental trees used for visual interest and aesthetics, especially where utilities, signs, lights, and other constraints exist.

7.46 Support tree maintenance on private land in lower income neighborhoods and review recommendations provided in the Urban Forest Master Plan and draft Management Plan.

7.47 Establish minimum indoor air quality standards for certain classes of buildings (e.g. CMS schools, City buildings, etc.).

7.48 Implement Resilient Innovation Districts (RIDs) in communities throughout the City to encourage investment and experimentation into the best ways to establish energy independence. Existing Smart District and TOD Districts should receive priority consideration for implementation of low carbon programs and policies as they are prime locations for piloting these new RID programs.

7.49 Develop a comprehensive education and stewardship initiative to teach and equip residents to sustain our natural systems and tree canopy.

CASE STUDY: BENEFITS OF TREE CANOPY IN CINCINATTI

Cincinnati is taking a direct approach toward integrating the natural and built environment by increasing its urban tree canopy cover. This method will reduce the cost of cooling for residents, reduce the concentrations of air pollutants, and help mitigate flood, stormwater, and landslide risks. The City's goal is to increase the citywide tree canopy coverage to at least 40% and ensure that canopy cover is at least 30% in all residential neighborhoods.

Image source: https://www.greenwichapts.com/

GOAL 8: DIVERSE AND RESILIENT ECONOMIC OPPORTUNITY

Charlotteans will have opportunity for upward economic mobility through access to a diverse mix of jobs and careers that align with education and skill levels of residents and the economic strengths of the region.

OBJECTIVES

8a) Increase the jobs-to-housing balance in Charlotte to ensure housing development keeps pace with job growth.

8b) Increase number of workers employed within the City's target industries.

8c) Increase the number of businesses supported and/or participating in business support programs.

8d) Increase the share of jobs at MWSBE-qualified businesses and within cooperatively owned businesses.

8e) Increase the rate of new business formation within the City.

8f) Increase the number and proportion of family sustaining wage jobs in Charlotte.

8g) Decrease the number of acres within mixed-use place types that are existing single-use commercial and office employment uses by allowing transitions to a mix of uses.

8h) Grow the presence of "micro-economies," (the number of jobs located within community and neighborhood mixed-use areas).

8i) Maintain or increase the number of developed acres within Manufacturing & Logistics and Innovation Mixed Use Place Types.

8j) Maintain or increase the number of jobs located within Manufacturing & Logistics and Innovation Mixed Use Place Types.

8k) Grow the number of Minority, Women, and Small Business Enterprises (MWSBEs) and cooperatively owned businesses, operating in the City.

8l) Capture a greater share of employment growth within the City's existing and planned Regional Activity Centers.

8m) Increase job-training opportunities that allow residents to obtain skills needed to qualify for jobs within the City's target industries.

8n) Maintain or increase the number of middle skill jobs (jobs that require education beyond high school but not a four-year degree).

BIG IDEAS

- Develop Regional Activity Centers in the East and West Middle and Outer Areas (see Implementation Strategy) with a mix of jobs, housing, schools and daycare services
- Create a Citywide Strategic Jobs Plan for the City of Charlotte to ensure a coordinated strategy for increasing employment opportunity throughout the community.

POLICIES

Public Investment

8.1 Work with Mecklenburg County to revise and align business attraction incentives provided by the City and the County to focus on the quality and quantity of jobs in target industries, workforce development programs, and Activity Centers/priority employment areas. Working with workforce development partners, boost talent development strategies and incentives to maximize opportunities for local employment recruitment.

8.2 Use quality-of-life amenities, such as proximity to shared-use paths, transit, broadband Internet access, and diverse housing options, to attract businesses.

8.3 Prioritize transit investments that support access to employment opportunities, especially those that connect areas with low Access to Employment Opportunity equity metrics and employment areas with irregular schedules (night shifts, sunrise shifts, etc.).

8.4 Invest in amenities and infrastructure needed to support the transition of single-use commercial and office areas to mixed-use places in accordance with the Future Place Type Map. Prioritize these investments in areas lacking access to economic opportunities (applies to Regional Activity Center, Community Activity Center, Neighborhood Center, Innovation Mixed Use, and Campus).

8.5 Support retention, expansion, and development of Minority, Women, and Small Business Enterprises (MWSBEs), small businesses, and micro businesses. Expand business corridor

revitalization programs to align with the Future Place Type Map and prioritize investing in areas with a lack of access to economic opportunities to attract desired uses and support existing businesses (applies to Regional Activity Center, Community Activity Center, Neighborhood Center, Campus, and Innovation Mixed Use).

8.6 Invest in youth training and paid employment programs that expose youth to education, entrepreneurship, and career pathways.

Strategic Partnerships

8.7 Continue leadership role in regional efforts to support economic development with further emphasis on defined roles and responsibilities for the City, regional partners, and the state. Focus City efforts on project based business attraction/retention opportunities within target industries, investments in place-based economic development efforts and partner with place-management organizations that implement them, support for Minority, Women, and Small Business Enterprises (MWSBEs), and support for workforce development efforts by providing resources and connecting training providers to residents and businesses.

8.8 Support and encourage the growth and creation of place-based economic development organizations that serve Activity Centers and employment areas. Encourage the use of funding tools (e.g. municipal service districts, business associations, business improvement districts) by these organizations.
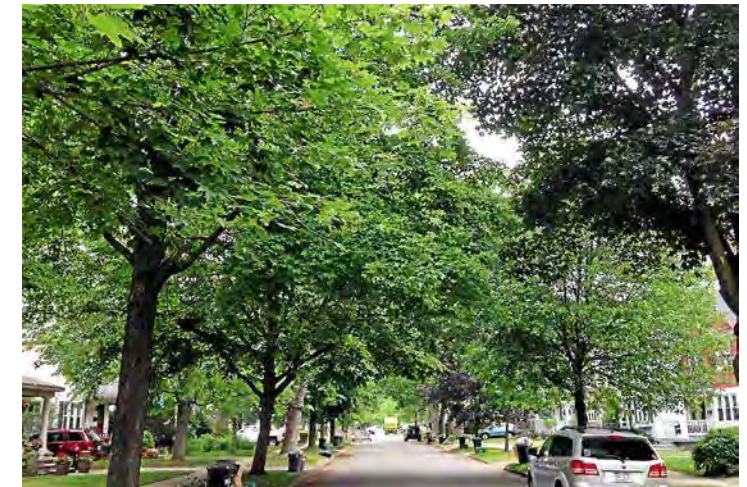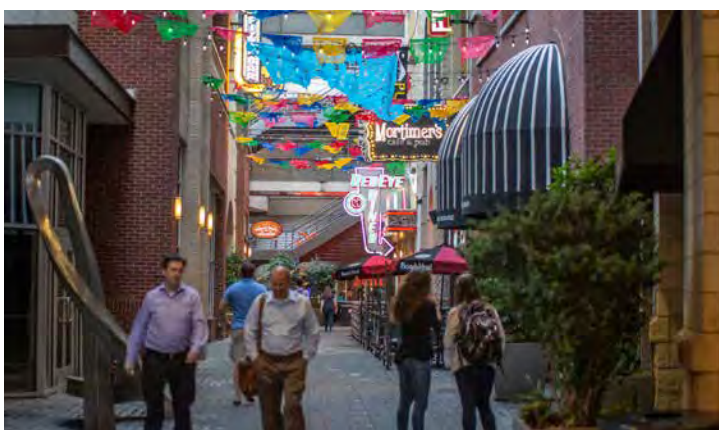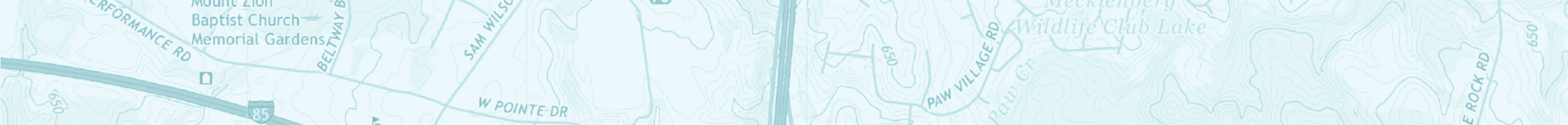
8.9 Grow and promote the greater airport area as a hub of manufacturing, logistics, and airport-servicing uses.

8.10 Support local and regional agencies and institutions (community colleges, job-training centers, service providers) on workforce training and employment opportunities, with a continuing focus on new and emerging types of careers (e.g. renewable energy).

8.11 Prioritize partnerships and funding for job training and workforce support service providers working in underserved areas and serving historically disadvantaged populations that do not have four-year degrees.

Other City Initiatives

8.12 Consider a district-wide parking program for older urban commercial districts to reduce costs and parking challenges for existing and new businesses.

8.13 Support initiatives that provide resources to build or rehabilitate retail spaces and other types of commercial spaces in business corridor revitalization areas and recruit and support tenants to these spaces in order to develop micro-economies.

8.14 Explore policies and programs, such as Community Benefit Agreements, to support the development of new and retention of community assets and amenities (such as existing childcare facilities in or near major employment centers.

8.15 Develop strategies to protect high value production and distribution areas, including those with good access to the airport and rail facilities, from encroachment of incompatible land uses and redevelopment pressures, and identify existing production and distribution lands that are appropriate to convert to other uses (applies to Manufacturing and Logistics and Innovation Mixed-Use). (cross-reference: Goal 6)

8.16 Identify infrastructure needed to support continued business expansion (applies to Regional Activity Center, Community Activity Center, Campus, General Industrial, and Light Industrial).

8.17 Ensure that City business recruitment initiatives focus on companies and industries that support key City policies such as providing a family sustaining wage, offering opportunities for career advancement, and removing criminal background information from job applications.

8.18 Encourage the development of new housing opportunities within or near existing single-use commercial and office employment areas (applies to Regional Activity Center, Community Activity Center, Neighborhood Center, and Campus). (cross-reference: Goal 1)

8.19 Monitor the rate of capture of new jobs and housing in Activity Centers to ensure these areas are capturing the desired mixture of uses.

8.20 Support the growth of jobs and provision of workforce support services to areas lacking access to employment opportunities. (cross-reference: Goal 1)

8.21 Create a green workforce development program which provides the skilled workers needed to meet the demand for new sustainable products, technologies, and services.

8.22 Identify ways to maintain and increase the production of food in Charlotte's "foodshed" and food production industries by supporting career pathways, access to resources and customers, and improving the quality of employment opportunities for people involved in the region's agricultural sector.

8.23 Through Transportation Demand Management (TDM) programs and other efforts, support employer-based transit subsidy, parking cash-out, and other incentives to provide improved multimodal job access. (cross-reference: Goal 5)

RECOMMENDED PROJECTS AND PROGRAMS

8.24 Map Place Types and associated zoning districts to ensure protection of production and distribution lands and reduce encroachment on valuable production and distribution lands by incompatible land uses.

8.25 Modify existing and create new programs to support the creation and growth of new and small businesses, including startup businesses, by providing support and assistance directly to businesses and increasing access to capital for new and small businesses.

8.26 Consider using green stormwater infrastructure (or other infrastructure) maintenance as a workforce development program.

8.27 Monitor reduction of jobs through automation. Work with Charlotte Mecklenburg Schools, K-12 education institutions, and workforce development partners to identify approaches to train industry sectors that are losing jobs to automation.

8.28 Maintain and refine programs for tenant improvement assistance targeted in community corridors and Community Activity Center and Neighborhood Center Place Types. As an incentive to attract desired types of retailers, the City should establish a program that provides a subsidy for a portion of tenant improvement costs.

8.29 Consider comprehensive economic development programs, such as the *City of Boston Worker Cooperative Initiative* to expand worker ownership.

8.30 Develop employer-sponsored transit fare and other alternative mobility programs to provide improved job access.

8.31 Refine and potentially expand the *Opportunity Hiring Grants Program* (and/or similar efforts) to increase incentives and participation in the program based on project success. Consider expanding to provide incentives and opportunities for linking job/skill training initiatives.

CASE STUDY: MANY FLAVORS OF BIDS IN MILWAUKEE

The City of Milwaukee has taken an active role in supporting their Business Improvement Districts (BIDs) throughout the city to protect employment areas and cushion against economic downturns. Businesses, property owners and community members benefit from these BIDs, which improve, promote and revitalize neighborhoods and business and commercial areas, and ultimately, the broader community. Milwaukee has over 30 existing districts, including several that incorporate the City's industrial areas. One noteworthy result from industrial-based BIDs is that the City has developed a evaluation matrix for industrial rezoning requests to ensure they do not impact high-value industrial lands.

Image source: 1) https://milwaukeeinsider.com/brewer-game-shuttles/
2) https://www.eventbrite.co.nz/d/wi--milwaukee/veterans-fair/

CASE STUDY: TARGET GROWTH AREAS/VULNERABLE COMMUNITIES INCENTIVES

In 2018, Wake County North Carolina made changes to their Business Development Grant program to provide opportunities for use of incentives for businesses expanding or locating in targeted geographic areas. Targeted incentives for vulnerable communities are a critical tool for inclusive and equitable growth. The process of implementing these targeted incentives includes:

- A vulnerability index is used to designate areas of the county not benefiting from economic and population growth (based on poverty, quality of education, unemployment);
- A project that creates a minimum of 20 jobs that pay the Wake County living wage; and
- A minimum investment of $2 million.

The incentive available is up 35% of new tax growth over a 5 year period. Wake County Economic Development created a new tier for the Business Development Grant for companies that locate meet these crieteria. The goal of this new incentive tier is to provide opportunities for low- to mid-skill jobs in areas that would benefit from this level of employment. Previously, incentive tiers for the Wake County Business Development Grant required wages between 100 to 200 percent of the county average whereas the proposed tier requires a living wage, which is below $15.00 an hour.

GOAL 9: RETAIN OUR IDENTITY AND CHARM

Charlotte will retain the identity of existing neighborhoods by intentionally directing redevelopment, limiting displacement and cultivating community-driven placemaking that elevates the importance, quality and design of places.

OBJECTIVES

9a) **Increase the rate of restoration and adaptive reuse of existing structures originally built for commercial uses and reduce the rate of tear downs.**

9b) **Increase the number of publicly funded placemaking and art installations throughout the City, especially within older neighborhoods and areas with populations vulnerable to displacement.**

9c) **Reduce the speed and scale of older homes and existing trees being demolished and replaced with newer homes in existing neighborhoods, homes within historic districts, and homes within the Old Historic Route 4 Survey area.**

9d) **Reduce the number of residents experiencing involuntary displacement.**

9e) **Improve jobs-skills match in and near areas with residents who may be vulnerable to displacement.**

9f) **Preserve and improve the tree canopy in Charlotte (cited as one of the primary aspects of the city that has attracted residents).**

9g) **Increase the capture of new jobs within "work" Place Types proximate to neighborhoods with owners and tenants who may be vulnerable to displacement.**

9h) **Provide financial and technical support to small businesses in areas at high risk for commercial displacement.**

9i) **Increase the percentage of new jobs and households in Regional and Community Activity Centers.**

9j) **Increase the capture of new jobs within Regional, Community, and Neighborhood Centers adjacent to neighborhoods with owners and tenants who may be vulnerable to displacement.**

9k) **Identify, catalogue and understand the patterns of the character defining elements in neighborhoods and places that are uniquely Charlotte.**

9l) **Increase the number of historic districts that preserve a wide range of Charlotte's diverse history and character.**

BIG IDEAS

- Protect Naturally Occurring Cultural Districts (NOCDs), especially in underserved neighborhoods, established neighborhood serving commercial areas, and ETODs
- Become a leader in neighborhood-influenced placemaking, public art and other cultural installations.

POLICIES

Regulatory Changes

9.1 Explore reduced parking requirements and shared parking to allow adaptive use of historic buildings and significant character areas.

9.2 Protect trees throughout the city during all levels of development (including infill projects) via revisions to Unified Development Ordinance.

9.3 Continue to coordinate historic preservation ordinances with the City's fire code and building code.

9.4 Prioritize protection of neighborhoods highly vulnerable to displacement through the mapping of Place Types and associated zoning districts.

9.5 Support adaptive reuse of historic structures through a variety of tools, such as tax abatement programs, revolving funds to support preservation, grant and education programs, incentives for energy efficiency, and tax credits for historic properties.

9.6 Explore implementation of "neighborhood character" overlay zoning in appropriate neighborhoods to reduce or mitigate changes to community character, while balancing needs to diversify the City's housing stock.

9.7 Encourage preservation and adaptive reuse of existing structures through strategic flexibility of development regulations.

9.8 Promote the reuse and redevelopment of under-used surface parking lots to support the expansion and creation of local businesses.

9.9 Elevate public realm and architectural design standards to reflect the culture and history of the community in existing and new places.

Public Investments

9.10 Mitigate neighborhood-defined cultural displacement through support and incentives for local businesses and community amenities and funding to support artwork placed through the City's Public Arts Program (enabled by the Public Art Ordinance).

9.11 Within neighborhoods vulnerable to displacement, emphasize essential public amenities and facilities (transit stop facilities, local parks, public open space, bicycle facilities, sidewalks, share-used paths, street lighting, community centers, etc.) through capital improvement prioritization process and in coordination with the County.

9.12 Fully fund a proactive tree care program for public trees.

CASE STUDY: THE CHICAGO PRIZE

The Chicago Prize, an award established by The Pritzker Traubert Foundation (PTF), awarded $10 million in grants to community-led initiatives that invest in the revitalization of neighborhoods and the retention of businesses and residents on the South and West Sides of Chicago. Improvements in both physical conditions and civic infrastructure are intended to increase the economic and social benefits for the community. The City works with the awardee group and Chicago's neighborhoods to assist in implementation of proposed ideas.

9.13 In CIP, continue to invest in the installation of planting strips that support large trees for the long term.

9.14 Explore opportunities to support vulnerable neighborhoods such as weatherization and grant programs which enable low-income homeowners to remain in or move into homes and preserve historic structures, when feasible.

9.15 Develop a fund for the maintenance of artworks created through the Charlotte-Mecklenburg Public Art Program by which title to the artworks is transferred to the City upon the project's completion and maintenance instructions are provided with the transfer of title; the artwork becomes a valuable City asset.

9.16 Continue and expand City and partner grant programs that support neighborhoods and other community organizations to undertake projects aimed at retaining local identity and charm and supporting capacity building of artists.

Strategic Partnerships

9.17 Educate community members and City staff (including inspection staff) about regulations and programs that support historic preservation.

9.18 Enhance support of neighborhood planning and engagement to develop "neighborhood stewardship ethos" in all neighborhoods by identifying and empowering residents to be community planners and neighborhood advocates.

9.19 Develop a formal process, such as through Neighborhood Improvement Districts, to support neighborhoods and organizations seeking to improve and enhance neighborhoods and business districts; and provide technical support and guidance for capacity building.

9.20 Develop vacant properties registry and work with property owners to evaluate and encourage beneficial reuse of sites.

9.21 Create a culture of developer-community collaboration through the encouragement or requirement of community benefit agreements[1].

9.22 Through infrastructure investment and partnerships, invest in public art within neighborhoods and prioritize installations within vulnerable neighborhoods.

9.23 Formalize toolbox for restoration and reuse of existing structures, prioritizing historic structures.

Other City initiatives

9.24 Encourage innovative urban design, placemaking and preservation strategies along commercial and cultural corridors to maintain and enhance landscapes and public spaces.

9.25 Develop preservation plans that identify places, traditions, landscapes, and buildings that tell the full story of the City's history and outline future direction for celebrating and enhancing the unique physical character, cultural values, and social identity of the City.

9.26 Support public outreach efforts to notify residents of vulnerable neighborhoods of City programs of programs that help avoid displacement, such as aging-in-place programs.

9.27 Provide design guidance for infill and redevelopment projects in Charlotte's historic neighborhoods and other cherished places.

[1]https://vancouver.ca/people-programs/community-bene-fit-agreements.aspx

RECOMMENDED PROJECTS AND PROGRAMS

9.28 Cultivate placemaking and local culture by continuing to fund the placemaking program and allocate 1% of capital project budgets for public art from local, regional, national, and international artists.

9.29 Consider increasing the percentage of capital project budgets devoted to placemaking and public art to further support placemaking, development of public art installations and capacity building for local residents, designers and artists.

9.30 Develop a vacant properties registry and program to work with landowners to repurpose sites.

9.31 Develop a program to encourage the development of infill small-scale single-family and duplex residences that meet the City's desired form requirements.

9.32 Develop a community design handbook to guide redevelopment of Charlotte's cherished places that are not protected by a historic district designation and associated guidelines.

9.33 Develop a monitoring system to track redevelopment in historic areas and neighborhoods vulnerable to displacement.

9.34 Provide financial and technical support to small businesses in areas at high risk for commercial displacement.

9.35 Complete final survey of remaining five historic neighborhoods identified in Historic Route 4 Study.

9.36 Implement the maintenance recommendations for public art identified in the Art Conservation Report (produced in 2015 by RLA Art and Architecture Conservation) by funding maintenance of publicly-owned art installations.

9.37 Expand upon previous mapping efforts to develop a map of public and privately developed art throughout the City that is accessible to the public.

9.38 Expand technical assistance to residents who want to develop more detailed understanding and guidance in identifying assets, preserving and creating places, and documenting the character of their community.

9.39 Develop and support a low-income assistance program that would aid in tree preservation and care for trees on private property.

CASE STUDY: NATURALLY OCCURRING CULTURAL DISTRICTS IN NEW YORK CITY

New York City has been a leader in creating unique neighborhoods throughout its history, however keeping the individuality has been an important topic in recent discussions. With a commitment to keep its neighborhoods special as prices increase, Naturally Occurring Cultural Districts NY (NOCD-NY) were created as an alliance of artists, neighborhood leaders, activists, and policymakers committed to revitalizing New York City from the neighborhood up. Capitalizing on the vibrant culture that already exists in their communities, leaders are standing up for racial justice, environmental justice, immigrant rights, and economic justice to make their neighborhoods even better. The City helps facilitate workshops and focus groups, makes critical links to citywide plans and policies, and provides other tools and resources.

Image source: Getty Images

GOAL 10: FISCALLY RESPONSIBLE

Charlotte will align capital investments with the adopted growth strategy and ensure the benefits of public and private sector investments benefit all residents equitably and limit the public costs of accommodating growth.

OBJECTIVES

10a) Increase the capture of new jobs and households in Activity Centers.

10b) Increase infrastructure investments (water/sewer replacement, street lighting, stormwater facilities, streetscaping, etc.) in existing urbanized areas planned for significant new development that are constrained by infrastructure capacity.

10c) Maintain or decrease the cost to serve residents per capita (e.g. costs to provide transportation, schools, parks, libraries, police, fire, etc.).

10d) Increase tax revenue generated per acre by new development.

10e) Increase capture of new development in areas with available service and infrastructure capacity (e.g. water/sewer, stormwater, transit etc.).

BIG IDEAS

- Direct at least half of public infrastructure spending over next 20 years to the most vulnerable communities.

POLICIES

10.1 Develop and maintain a process that ties the Community Improvement Program (CIP) and Bond Package projects to framework policies and objectives in the Charlotte Future 2040 Comprehensive Plan. Prioritize projects deemed to better support equitable community goals.

10.2 Empower neighborhoods and businesses districts to aid in the development of Capital Improvement Plan and Bond projects[1].

10.3 Continue to evaluate the City's annexation strategy to ensure alignment with the City's fiscal objectives and feasibility to provide City services to the area/s for which one or more property owners is requesting annexation.

10.4 Utilize value capture and impact mitigation tools in high growth areas to ensure new development is adequately served.

10.5 Prioritize funding from a variety of mechanisms and tools for reinvestment in non-high growth areas.

10.6 Use fees and funding tools and evaluate other tools, such as Community Benefit Agreements to ensure new development contributes to the funding and construction of new infrastructure and services needed to support new development.

10.7 Encourage new development in areas identified as able to serve new residents and businesses.

10.8 Create a formalized and unified system for developing comprehensive forecasts of new development and notifications of land use changes for all utility and service providers to use to plan for future growth.

10.9 Educate City and County departments about the impact of land use decisions on ongoing operating costs when making investment decisions (e.g., for schools, minimum acreage requirements and locating close to neighborhoods to reduce transportation costs).

10.10 Develop programs to require that all costs of utility extension be fairly allocated to the development, to encourage efficient growth that minimizes utility extension costs (e.g. Charlotte Water).

[1]https://www.map-strategies.com/blog/2018/12/17/five-density-bonus-programs-in-chicago

CASE STUDY: NEIGHBORHOOD OPPORTUNITY FUND IN CHICAGO

The City of Chicago created a new program through revisions to its Zoning Code in 2016. The program was created with the purpose of leveraging funds generated by new development in the central part of Chicago and redirecting these funds to support commercial corridors in undeserved neighborhoods. Chicago Neighborhood Opportunity Fund receives funds from Downtown development density bonus and redirects that money to development projects occurring in targeted areas on the west, southwest and south sides of Chicago for new construction or rehabilitation of commercial projects. Development projects in the downtown area can obtain density bonuses in exchange for voluntary payments into the Neighborhood Opportunity Fund. The funds are used to support projects in targeted commercial corridors in the City's underserved neighborhoods. The program targets investment in commercial businesses with a focus on entrepreneurs of color. The program offers two grant types (small and large) for any projects located in the identify areas that meet the program criteria. The program is an example of communities can leverage investment and density in high growth areas (e.g. Uptown) into community benefits elsewhere in the community.

Image source: https://www.trulia.com/n/il/chicago/south-chicago/83074/

10.11 Partner with utility and service providers when developing small area plans to better estimate utility needs and guide land-use decision-making.

10.12 Analyze and plan for infrastructure and utility needs in areas identified as play Place Types (e.g., Regional and Community Activity Centers) or where additional infill and redevelopment will be encouraged.

10.13 Evaluate fiscal impacts of major changes in future place type designations and continue to assess fiscal impacts for all annexations.

RECOMMENDED PROJECTS AND PROGRAMS

10.14 Continue to adjust annexation policy to respond to and account for long-term City revenue and service provision impacts.

10.15 Utilize a fiscal analysis tool and the Equitable Growth Framework to help inform decision-making related to large private developments.

10.16 Evaluate development regulations to ensure they encourage infill and redevelopment and adjust regulations to remove barriers or create incentives as needed.

10.17 Develop a revised Capital Improvement Plan (CIP) and bond project selection program that implements the Charlotte Future 2040 Comprehensive Plan. Establish a multi-departmental and agency capital improvements committee to create a framework for tying the comprehensive plan to the CIP process and bond packages. Use this committee approach to evaluate and prioritize CIP projects that:

- Are developed using cross-departmental partnerships and address policy goals of multiple departments.

- Address existing access to opportunities identified within the Equitable Growth Framework analysis.

- Have outside funding through partnerships with public, private, and non-profit entities.

- Support desired place type changes identified in the Future Place Type Map and Community Area Plans.

10.18 Create a multi-departmental committee within the City and County that collectively develops growth forecasts and analyzes impacts of new development projects and Place Type changes.

10.19 Upon adoption of the plan, proactively reach out to and provide capacity to support City and County departments impacted by new development by providing information and planning support to help them incorporate Place Types into their planning process.

04
IMPLEMENTATION STRATEGY

INTRODUCTION

This section sets out an Implementation Strategy with a focus on the initial five years of after adoption of the Comprehensive Plan. The Implementation Strategy includes recommendations for short-term actions to implement the Plan's policies, projects and programs; a revised approach to coordinating and aligning planning in Charlotte; highlights of the update to the Unified Development Ordinance (UDO); findings from a Fiscal Impact Analysis; funding and financing tools; a suggested approach to identifying and prioritizing public projects; organizational considerations; and a road map for tracking progress moving forward.

4.1 SHORT TERM ACTIONS

The following tables identify short-term action necessary to implement the Plan's policies, projects and programs within the next five years. The table includes recommendations organized by goal, suggested action to implement that recommendation, identifies the type of action (Regulatory Change, Supportive Policies, Recommended Projects & Programs, Public Investment, Other City Initiatives, Strategic Partnerships), designated lead, and designated support.

GOAL 1: 10 MINUTES NEIGHBORHOODS

All Charlotte households will have access to essential amenities, goods, and services within a comfortable, tree-shaded 10-minute walk, bike, or transit trip by 2040.

Recommendation	Suggested Action	Type	Lead	Support
Implement complete neighborhood policies that encourage mixes of different types of uses, depending on the development's context (applies to Neighborhood Center, Neighborhood 1, and Neighborhood 2)	Incorporate into UDO	Regulatory Change	Charlotte Planning, Design & Development	All City Departments
Develop strategies, potentially including financial incentives or through Community Benefit Agreement, to encourage inclusion of full-service grocery stores in new mixed-use development and within areas in the city that are deemed to be food deserts where healthy produce and meats are not available	Incorporate strategies that utilize the Healthy Foods Action Plan	Other City Initiatives	Charlotte Planning, Design & Development	Economic Development, Mecklenburg County
Evaluate the impact of 10-minute neighborhood development policies on stormwater features (creeks, wetlands, stream buffers, floodplains, and drainage infrastructure) and seek opportunities to reduce costs and maintain stormwater management objectives	1. Evaluate proposed impact from 10-minute neighborhood development policies outline in the comprehensive plan. 2. create strategies to mitigate any negative consequences from proposed policies	Other City Initiatives	Storm Water Services	Mecklenburg County LUESA

GOAL 2: NEIGHBORHOOD DIVERSITY AND INCLUSION

Charlotte will strive for all neighborhoods to have a diversity of housing options by increasing the presence of middle density housing (e.g. duplexes, triplexes, fourplexes, townhomes, accessory dwelling units, and other small lot housing types) and ensuring land use regulations allow for flexibility in creation of housing within existing neighborhoods.

Recommendation	Suggested Action	Type	Lead	Support
Consider barriers identified in the ADU Report and Charlotte Housing Framework report regarding missing middle housing and evaluate development regulations, such as required lot sizes, clustered home development, conservation overlay districts, and other tools to reduce barriers	Update zoning standards as part of UDO to provide more opportunities for missing middle housing and incorporate recommendations found in ADU Report	Supportive Policies	Charlotte Planning, Design & Development	Housing & Neighborhood Services

GOAL 3: HOUSING ACCESS FOR ALL

Charlotte will strive for all neighborhoods to have a diversity of housing options by increasing the presence of middle density housing (e.g. duplexes, triplexes, fourplexes, townhomes, accessory dwelling units and other small footprint housing types) and ensuring land use regulations allow for flexibility in creation of housing within existing neighborhoods.

Recommendation	Suggested Action	Type	Lead	Support
Use the Future Place Type Map to guide design transitions within neighborhoods to more intense use types that can accommodate affordable and workforce housing (applies to Neighborhood 1, Neighborhood 2)	Ensure Place Type Mapping is consistent with future zoning districts and vice versa	Community Area Planning	Charlotte Planning, Design & Development	Housing & Neighborhood Services
Coordinate and streamline existing programming that aids homeowners who desire to stay in their homes	Create recommendations to streamline existing programs and implement them	Support for Homeownership	Housing & Neighborhood Services	Charlotte Planning, Design & Development
Include provisions similar to the Bonus Menu included in the TOD Zoning Ordinance in some or all new zoning districts associated with Neighborhood 2, Community Activity Center and Regional Activity Center Place Types	Update bonus provisions developed for TOD districts and incorporate into the UDO	Regulatory Changes	Charlotte Planning, Design & Development	Housing & Neighborhood Services
Provide zoning incentives for mixed-income developments	Incorporate incentives for mixed income housing into UDO	Recommended Projects and Programs	Charlotte Planning, Design & Development	Housing & Neighborhood Services

GOAL 4: TRANSIT AND TRAIL ORIENTED DEVELOPMENT (2T-OD)

Charlotte will promote moderate to higher-intensity, compact, mixed-use urban development along high-performance transit lines and near separated multi-use pathways or trails

Recommendation	Suggested Action	Type	Lead	Support
Develop a scorecard system for prioritizing in the Capital Improvement Plan (CIP) bicycle, pedestrian, and other active mode capital improvements for communities that have limited accessibility and connectivity	Revise the City's method for evaluating and prioritizing potential transportation projects in the Capital Improvement Plan (CIP) to focus more on equity and active transportation	Recommended Projects and Programs	Charlotte Planning, Design & Development	Housing & Neighborhood Services

GOAL 5: SAFE AND EQUITABLE MOBILITY

Charlotte will provide safe and equitable mobility options for all travelers regardless of age, income, ability, race, where they live, or how they choose to travel. An integrated system of transit, bikeways, tree-shaded sidewalks, trails, and streets will support a sustainable, connected, prosperous, and innovative network that connects all Charlotteans to each other, jobs, housing, amenities, goods, services, and the region.

Recommendation	Suggested Action	Type	Lead	Support
Develop and regularly update a Strategic Mobility Plan, that establishes a comprehensive and prioritized strategy of mobility projects and programs to implement the shared goals and policies of the Comprehensive Plan	Develop the Strategic Mobility Plan and associated CIP prioritization process for transportation project	Recommended Projects & Programs	Charlotte Department of Transportation (CDOT)	Charlotte Planning, Design & Development
Prioritize the safety and comfort of travelers in all modes when planning and implementing mobility projects and focus safety investments on the "high injury network", the 10% of Charlotte streets that account for 100% of serious injury and fatal crashes	Identify an expanded program of Vision Zero investment that will prioritize traveler safety and comfort along the City's "high injury network"	Supportive Policies	Charlotte Department of Transportation (CDOT)	General Services
Include in the development regulations an integrated Traffic Impact Study (TIS) / Transportation Demand Management (TDM) program that requires development and redevelopment projects to evaluate and address the multi-modal transportation impacts of the development	Implement an updated TIS / TDM regulatory and policy framework	Supportive Policies / Regulatory change	Charlotte Department of Transportation (CDOT)	Charlotte Planning, Design & Development; General Services

GOAL 5: SAFE AND EQUITABLE MOBILITY, CONTINUED

Recommendation	Suggested Action	Type	Lead	Support
Define transportation equity and develop quantitative equity metrics to guide the prioritization of programs and projects that ensure that people of all ages, abilities, and backgrounds have access to high-quality, affordable transportation choices	Define quantitative equity metrics to guide project and program prioritization particularly to inform the CIP prioritization program for transportation projects	Supportive Policies	Charlotte Department of Transportation (CDOT)	Charlotte Planning, Design & Development; General Services
Transit Bus Priority Corridors: Implement transit priority and high-frequency service on key corridors	Pilot/implement Transit Bus Priority on key test corridors, and identify an expanded program of Vision Zero Investments that will prioritize traveler comfort and safety along the City's "high injury network"	Recommended Projects & Programs	Charlotte Department of Transportation (CDOT) & Charlotte Area Transit System (CATS)	Charlotte Planning, Design & Development; General Services

GOAL 6: HEALTHY AND ACTIVE COMMUNITIES

All Charlotteans will live and work in safe and resilient neighborhoods that enable healthy and active lifestyles by reducing exposure to harmful environmental contaminants, expanding and improving the quality of tree canopy cover, encouraging neighborhood investment in walking, cycling, and recreation facilities, and providing access to healthy food options and health care services.
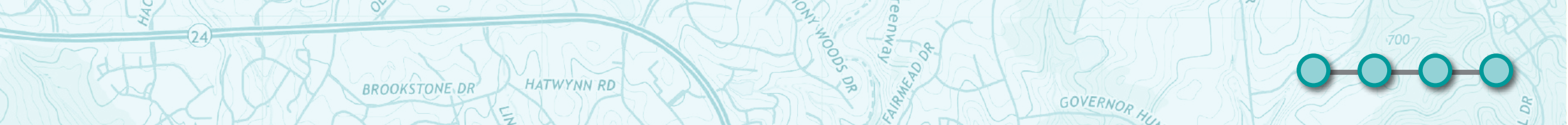
Recommendation	Suggested Action	Type	Lead	Support
Invest in programs that address social determinants of health conditions (e.g., tobacco use, substance abuse, domestic violence, and other determinants) targeting neighborhoods that are the most vulnerable	Define most vulnerable neighborhoods and identify programs that will address social determinants of health conditions	Public Investments	Mecklenburg County Health Department	Housing & Neighborhood Services
Coordinate economic development and brownfield remediation efforts to encourage cleanup and redevelopment of brownfield sites	Implement Brownfield Grant Program	Public Investments	Economic Development	Office of Sustainability
Develop preventative programs and community events designed to promote improved health and wellness decision-making	Define and implement programs to promote improved health and wellness decision-making	Recommended Projects & Programs	Mecklenburg County Health Department	Charlotte Communication & Marketing

GOAL 7: INTEGRATED NATURAL AND BUILT ENVIRONMENT

Charlotte will protect and enhance its surface water quality, tree canopy, and natural areas with a variety of trees, plantings, green infrastructure, green building practices, and open space at different scales throughout the entire community as a component of sustainable city infrastructure.

Recommendation	Suggested Action	Type	Lead	Support
Establish new partnerships and expand existing partnerships with Mecklenburg County, community organizations, and nonprofits to secure support and development of new and existing parks and shared-use paths, including small parks in or near different neighborhoods, and the protection of open spaces	Continue to expand and build partnerships among local and regional organizations concerning sustainability, resiliency, and open spaces	Strategic Partnerships / Supportive Policies	Mecklenburg County Park and Recreation	General Services
Continue working with neighboring jurisdictions within shared watersheds to set resiliency policies, establish implementation programs, and implement consistent regional standards to manage change within watersheds; use the Charlotte-Mecklenburg All Hazards Plan and future Mecklenburg County stormwater residual flood risk goals to guide these effort	Work with neighboring jurisdictions during community planning efforts to establish resiliency policies and implement consistent regional standards, with the goal of reducing flood risk	Strategic Partnerships / Supportive Policies	Fire Department - Emergency Management	Mecklenburg County Land Use & Environmental Services Agency (LUESA)
Review development regulations to ensure that impacts from development such as stormwater runoff and tree cutting are appropriately addressed during development of smaller infill projects	Utilize UDO regulations to ensure that infill development does not lend itself to increased stormwater issues, runoff and a decreased tree canopy	Regulatory Changes	Charlotte Planning Design & Development	Storm Water Services
Continue to require development of publicly accessible shared use path sections that connect the City's network through private developments and change private development standards to ensure that sections on private lands are constructed to meet public standards	Identify most desirable amenities as part of greenway accessibility in private developments and remain consistent in requiring development of greenways in private developments	Regulatory Changes	Charlotte Planning Design & Development	Mecklenburg County Park and Recreation
Continue to preserve and protect tree canopy on City-owned properties and consider implementation of a tree planting program on City-owned properties available for public use, such as the Urban Arboretum Trail	Analyze current efforts to plant trees on city property	Public Investments	General Services	Charlotte Planning Design & Development

GOAL 7: INTEGRATED NATURAL AND BUILT ENVIRONMENT, CONTINUED

Recommendation	Suggested Action	Type	Lead	Support
Review development regulations for opportunities to remove barriers and/or create requirements or incentives for sustainable development practices, including regulations relating to implementation of solar power through community solar arrays, electric vehicle charging stations, and battery energy storage in residential and non-residential areas	Incorporate regulatory requirements or incentives that support sustainable development practices into the UDO	Regulatory Changes	Charlotte Planning Design & Development	Office of Sustainability
Increase sustainable and resilient building standards applicable to existing and new City buildings – for example, require LEED certification for new construction, solar energy generation where feasible, and net zero energy consumption	Go through appropriate channels to require LEED certification for construction of city buildings	Public Investments	General Services	Office of Sustainability
Continue to test, pilot, and document green stormwater infrastructure best management practices	Benchmark costs and effectiveness of GSI (Green Stormwater Infrastructure) and improve compliance options	Other City initiatives	Storm Water Services	Mecklenburg County Land Use & Environmental Services Agency
Develop a dashboard to track progress towards the City's climate action goals	Collaborate with the public and with city departments to determine city's climate action goals	Other City initiatives	Office of Sustainability	Charlotte Planning Design & Development
Continue to transition the City to a circular economy by expanding programs that maximize product reuse and recycling and minimize waste, such as City-wide composting	Identify simple sustainable practices to encourage/require at city offices	Other City initiatives	Economic Development	Office of Sustainability
Establish programs to educate the public on how to reduce their environmental impact through sustainable practices relating to water usage, composting, fertilizers, and energy usage	Review and revise zoning policies that may keep people from pursuing sustainable practices	Recommended Projects & Programs	Office of Sustainability	Housing & Neighborhood Services

GOAL 7: INTEGRATED NATURAL AND BUILT ENVIRONMENT, CONTINUED

Recommendation	Suggested Action	Type	Lead	Support
Work with the County on the development of an app that provides an interactive map of all public parks, open spaces, and trails	Establish a partnership between planning and Meck County Parks and Rec to develop a comprehensive app for all city and county parks	Recommended Projects & Programs	Mecklenburg County Park and Recreation	Information Technology
Implement a signage program throughout the City to provide clarity for shared use path and park connections	Identify through analysis (qual/quant) which parks/greenways would best benefit from a signage program	Recommended Projects & Programs	Charlotte Department of Transportation (CDOT)	Charlotte Planning Design & Development
Modify development regulations for complete neighborhoods to provide public open spaces as part of private developments [Examples: Loudoun County, VA (10% public space requirement), Charleston County, South Carolina (5-10%)]	As part of UDO implementation, require private developments to provide a certain percentage of public open space	Regulatory Changes	Charlotte Planning Design & Development	

GOAL 8: DIVERSE AND RESILIENT ECONOMIC OPPORTUNITY
Charlotteans will have opportunities for upward mobility to align education and skill levels with a diverse mix of employment opportunities, especially in targeted and supported industries.

Recommendation	Suggested Action	Type	Lead	Support
Continue leadership role in regional efforts to support economic development with further emphasis on defined roles and responsibilities for the City, regional partners, and the state. Focus City efforts on project based business attraction/retention opportunities within target industries, investments in place-based economic development efforts and partner with place-management organizations that implement them, support for Minority, Women, and Small Business Enterprises (MWSBEs), and support for workforce development efforts by providing resources and connecting training providers to residents and businesses	Define ED leadership roles and responsibilities among city and regional partners	Strategic Partnerships	Economic Development	Mecklenburg County Economic Development

GOAL 8: DIVERSE AND RESILIENT ECONOMIC OPPORTUNITY, CONTINUED

Recommendation	Suggested Action	Type	Lead	Support
Grow and promote the greater airport area as a hub of manufacturing, logistics, and airport-servicing uses	Ensure Place Type Mapping and Community Area Planning leverages opportunities around the airport; Align Place Type mapping with mapping of Zoning Districts to ensure that there are few barriers to the growth of the greater airport area as a hub	Community Area Planning; Strategic Partnerships	Charlotte Planning Design & Development; Aviation	Economic Development
Explore policies and programs, such as Community Benefit Agreements, to support the development of new and retention of community assets and amenities (such as existing childcare facilities in or near major employment centers	Research application of Community Benefits Agreements	Other City initiatives	Charlotte Planning Design & Development	Economic Development

GOAL 9: RETAIN OUR IDENTITY AND CHARM
Charlotte will retain the identity of existing neighborhoods by intentionally directing redevelopment, limiting displacement and cultivating community-driven placemaking that elevates the importance, quality and design of places.

Recommendation	Suggested Action	Type	Lead	Support
Explore implementation of "neighborhood character" overlay zoning in appropriate neighborhoods to reduce or mitigate changes to community character, while balancing needs to diversify the City's housing stock	Draft and include Neighborhood Character Overlay District standards in the Unified Development Ordinance	Recommended Projects & Programs	Charlotte Planning Design & Development	Historic Districts Commission
Develop a community design handbook to guide redevelopment of Charlotte's historic neighborhoods and other cherished places	Complete update for Historic District Guidelines to include Multifamily and Commercial Structures	Recommended Projects & Programs	Charlotte Planning Design & Development	Historic Districts Commission
Develop preservation plans that identify places, traditions, landscapes, and buildings that tell the full story of the City's history and outline future direction for celebrating and enhancing the unique physical character, cultural values, and social identity of the City	Work with interested neighborhoods to implement additional historic districts building on the success of Oaklawn Park	Other City initiatives	Charlotte Planning Design & Development	Historic Districts Commission

GOAL 9: RETAIN OUR IDENTITY AND CHARM, CONTINUED

Recommendation	Suggested Action	Type	Lead	Support
Finalize the Route 4 Survey project to support planning efforts as well as lead to local historic landmark and district designations, conservation district designations, and National Register nominations	Complete Phases III, IV, and V, intensive-level architectural investigations	Recommended Projects & Programs	Charlotte Planning Design & Development	Historic Districts Commission
Increase the number of publicly funded art and placemaking installations within vulnerable neighborhoods	Grow the Placemaking Technical Assistance Grant to include neighborhoods vulnerable to displacement	Recommended Projects & Programs	Charlotte Planning Design & Development	Arts and Science Council (ASC)
Mitigate neighborhood-defined cultural displacement through support and incentives for local businesses and community amenities and funding to support placemaking and artwork placed through the City's Public Arts Program (enabled by the Public Art Ordinance)	Start a Technical Assistance Grant Program within the Corridors of Opportunity Program and implement quick win projects through Placemaking CIP funding	Recommended Projects & Programs	Charlotte Planning Design & Development	ASC
Promote the reuse and redevelopment of under-used surface parking lots to support the expansion and creation of local businesses	Reuse parking for outdoor dining and retail for businesses by growing the Outdoor Dining Temporary Guidelines put in place during COVID-19 to a permanent Outdoor Dining Program	Recommended Projects & Programs	Charlotte Planning Design & Development	Economic Development, Housing and Neighborhood Services, CDOT
Develop a fund for the maintenance of artworks created through the Charlotte-Mecklenburg Public Art Program by which title to the artworks is transferred to the City upon the project's completion and maintenance instructions are provided; the artwork becomes a valuable City asset	Establish a Maintenance Program for City-led and community Placemaking Programs by incorporating an on-going maintenance/repair budget for Placemaking projects that are city-led	Recommended Projects & Programs	Charlotte Planning Design & Development	Economic Development, Housing and Neighborhood Services, CDOT
Develop vacant properties registry and work with property owners to evaluate and encourage beneficial reuse of sites	Add to the current citywide inventory and create criteria for potential uses: Public Space, Affordable Housing, Tree Canopy, etc.	Recommended Projects & Programs	General Services – Real Estate	Planning, Design and Development, Economic Development, Housing and Neighborhood Services, CDOT

GOAL 10: FISCALLY RESPONSIBLE
Charlotte will align capital investments with the adopted growth strategy and ensure the benefits of public and private sector investments benefit all residents equitably and limit the public costs of accommodating growth.

Recommendation	Suggested Action	Type	Lead	Support
Develop programs to require that all costs of utility extension be fairly allocated to the development, to encourage efficient growth that minimizes utility extension costs (e.g. Charlotte Water)	Research potential of Community Benefit Agreements / Impact Fees	Supportive Policies	Charlotte Planning Design & Development	Charlotte Water
Analyze and plan for infrastructure and utility needs in areas identified as play place types (e.g. Regional and Community Activity Centers) or where additional infill and redevelopment will be encouraged	Develop Comp Plan CIP Lookbook updating the Capital Needs Assessment	Supportive Policies	Charlotte Planning Design & Development	Strategy & Budget; Charlotte Water; Storm Water Services

4.2 PLANNING APPROACH

The following describes a revised approach and hierarchy for aligning and guiding planning efforts in Charlotte. The Charlotte Future 2040 Comprehensive Plan is the guiding document that directs the City's long-range development efforts and the other types of plans critical to realizing the community's vision and goals. The intent of a new planning approach and revised hierarchy is to ensure that planning at all levels in Charlotte is completed in an efficient and effective manner with meaningful participation and buy-in from individual residents, neighborhoods, property owners, business owners, partner agencies, major institutions and other key stakeholders. The four planning levels are summarized and described below.

LEVEL	PLAN TYPE	EXAMPLE PLANS	APPROXIMATE FREQUENCY
1	Comprehensive	Charlotte Future 2040 Comprehensive Plan	New plan = 20 years Major Update = 10 years Implementation Strategy = 5 years
2	Citywide and Countywide Strategic and Functional/Action	Charlotte Moves Mobility Strategic Plan; Tree Canopy Action Plan (TCAP); Strategic Energy Master Plan (SEAP); Charlotte BIKES; Transportation Action Plan (TAP); Meck County Playbook	New Plan = 10 years Major Update = 5 years
3	Community Areas	West Outer; Southeast Inner; etc.	New Plan = 10 years Major Update = 5 years
4	Specific	Corridor Study/Plan; Station Area Master Plan; Site Master Plan; Campus Master Plan; etc.	Depends on type of plan, area, and changes in key factors (e.g., ownership, funding, etc.)

It should be noted that existing plans at levels 1, 2, 3 and 4 are not nullified upon adoption of the Comprehensive Plan. Current Community Plans, especially those completed within the last 10 years, should be used as inputs into Level 3: Community Area Plans and future Level 4: Specific Plans. The guidance established in adopted Future Place Type Mapping and Community Area Planning (described in more detail in the following section) will take priority over existing Community Plans and District Plans once completed. Community Area Plans will utilize existing neighborhood and area plans as a foundation and provide the platform through a coordinated planning effort for updated neighborhood level recommendations and priorities.

Level 1: The Comprehensive Plan

The Comprehensive Plan is developed in collaboration with community members, departments across the City, elected and appointed officials, partner agencies, and other community and regional partners to provide the highest policy level guidance for future development and redevelopment, infrastructure improvements and other public investments, transportation and land use connections, and a host of factors contributing to quality of life, affordability, equity and sustainability.

Level 2: Citywide and Countywide strategic and Functional/Action Plans

Citywide and Countywide Strategic and Functional/Action Plans direct specialized components of city and county planning such as transportation, economic development, parks and recreation, housing, natural resources and sustainability. Due to the shared governance between the City of Charlotte and Mecklenburg County for many service areas, it is important to align community-wide plans for both jurisdictions and ensure that they align with and support the vision, goals, policies, and place guidance in the Charlotte Future 2040 Comprehensive Plan and the guiding principles and strategies articulated in Livable Meck, the County's road map for protecting and enriching our quality of life. Citywide and Countywide Plans typically come in two varieties, although variations exist and sometime the two primary types of plans are combined. Strategic Plans build on the higher-level policy guidance and direction set in the Level 1 Comprehensive Plan and set more specific goals, objectives, policy direction and performance measures/metrics for a specific topic with consideration for the entire City or County. An example currently being developed is the Tree Canopy Action Plan. Functional/Action Plans are guided by the Comprehensive Plan and applicable Strategic Plans and identify and prioritize a particular type of community investment or service. These plans involve analysis and typically the definition, mapping and listing of specific projects. Most Functional/Action Plans also include phasing and funding strategies. An example is the City's Bicycle Master Plan (Charlotte BIKES).

Level 3: Community Area Plans

Community Area Plans provide detailed strategies and recommendations regarding land use, built form, transportation, infrastructure, parks, recreation, open space, and facilities for sub-geographies of the City. The purpose of Community Area Plans is to engage and unite neighborhoods to plan their own communities within a framework that efficiently and effectively uses the resources available to ensure the entire City has neighborhood level input and guidance. More information on the recommended approach to Community Area Planning is provided in the next section.

Level 4: Specific Plans

Specific Plans address smaller scale geographies and are focused on implementation. They should be guided by higher order plans (Levels 1, 2 and 3 above), but generally focus on further conceptualizing, planning and sometimes designing a specific small geography. Thus, the Functional/Action Plans and Community Area Plans typically provide the relevant guidance and direction for a single large property, a grouping of properties, or a Place. Examples of these types of plans include transit station area master plans, area reinvestment plans, campus plans, and corridor plans.

4.3 COMMUNITY AREA MAPPING AND PLANNING

It became readily apparent during the development of the Plan that detailed mapping at the neighborhood and community level would not be equitable and inclusive if conducted on a citywide scale. Thus, a first step in the implementation of the Equitable Growth Framework and the Comprehensive Plan will include mapping of place types and then developing Community Area Plans for the entire city.

PLACE TYPE MAPPING

A first step in implementing the Comprehensive Plan will be using the palette of Place Types in Charlotte's Place Typology to map the desired future of the community.

Mapping Geographies

Establishing geographies for the mapping of Future Place Types and for Community Area Planning should consider geographic size, as well as existing and future populations. An initial attempt at establishing Community Areas for the City divided Charlotte's planning area into a set of 15 smaller geographies. These draft Community Areas should be used as a starting point to further refine the boundaries (and potentially the number of geographies) using the following considerations.

- Allow existing and projected population to drive the size of areas, but avoid creating areas that are too large. Place Type Mapping should be conducted at the Community Area Planning Geography or subgeography. For larger Community Areas, it may be beneficial to further divide the area into two or three smaller geographies to 1) make the geography more manageable and 2) increase the likelihood that community members are familiar with most or all of the area they are being asked to help map.

- Consider existing neighborhood and district boundaries and avoid dividing an area that generally identifies with one another into two or more Community Areas.

- Limit the use of highways, major thoroughfares and major natural features as boundaries. This practice often leads to an existing asset or potential barrier getting less attention in the planning process. Barriers can become even greater divides and opportunities may be overlooked. Also, the Community Area process can help facilitate discussion, coordination and connectivity between neighborhoods and districts that are rarely engaged in the same conversations.

- Engage community members and neighborhood representatives in the exercise of refining and finalizing Community Area boundaries.

Place Type Mapping

Place Type Mapping should be conducted at the Community Area Planning Geography or subgeography. Using a defined methodology and the Place Type guidance provided within this section, staff should create an initial starting map of Future Place Types. Inputs into the initial starting map should include direction provided in previously adopted plans, existing zoning, and development plans and entitlements. The community should be educated about the Comprehensive Plan and the Place Type palette before being asked to respond to and revise the starting Future Place Type map. A community process with in-person and online opportunities to provide meaningful input and feedback should be organized and conducted for each mapping geography (Community Area Planning Geography or subgeography). Community members should be provided with adequate time to review various iterations of the Future Place Type Map, as well as the final Public Review Draft map. After the initial Future Place Type Map is adopted as an amendment to the Charlotte Future 2040 Comprehensive Plan, any future changes should be incorporated into the appropriate Community Area Plan or an amendment to that plan.

Key Steps in the Place Type Mapping Process

Key steps in the Place Type Mapping process include:

- Confirm and/or refine the Community Area geographies (and sub-geographies as applicable)
- Develop a starting data set of Future Place Types that reflects future land use and development expectations and desires articulated in adopted plans and approved entitlements
- Establish a process that is inclusive of residents, employees and business and property owners in the given Community Area or Community Area sub-geography
- Educate community members about the vision and key direction articulated in the Comprehensive Plan
- Educate community members about the ten Place Types in Charlotte and how the Place Type Mapping exercise will help to inform 1) the mapping of the Unified Development Ordinance's new zoning districts and 2) follow on community area planning
- Share and build upon the Place Type priorities identified by the community, Ambassadors and Strategic Advisors for the Community Area in the Comprehensive Plan effort
- Review, revise and refine Future Place Type maps generated from the starting data set created by staff
- Facilitate conversations between Community Areas (and sub-geographies as applicable) to ensure that the Future Place Types mapped at the boundaries are complementary and that access to places in adjacent areas is considered in mapping new places
- Compile a citywide Future Place Types map and data set
- Provide an opportunity for the entire community to review and comment on the compiled citywide Future Place Types map
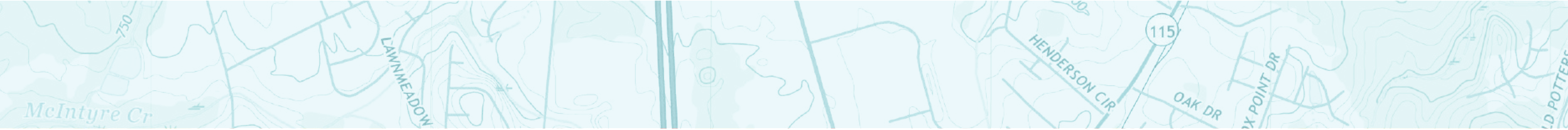- Adopt the Future Place Types map as an amendment to the Comprehensive Plan

Mapping Guidance by Place Type

The following table summarizes mapping guidance for use by staff and the community in mapping Future Place Types. It includes general mapping guidance developed throughout Place Typology and Comprehensive Plan development, preferred adjacencies and adjacencies that should include major transitions or buffers. The final column summarizes input from the Plan Ambassadors and Strategic Advisors (ASAs) regarding priority geographies for each Place Type. The ASA members were identified priority Place Types using the Equity Metrics from the Equitable Growth Framework, existing conditions, and community input from earlier phases of the project. The draft Community Area Plan geographies were used to identify and organize priorities.

	General Mapping Guidance	Preferred Adjacencies	Major Transition or Buffer Suggested When Adjacent to:	Uptown Considerations (exceptions or differences in Uptown)
Neighborhood 1	Preserve existing areas of developed Neighborhood 1; look for underdeveloped or vacant areas of Neighborhood 1 to add additional density; provide a transition between Neighborhood 1 and all other Place Types; use Neighborhood 2 or Neighborhood Center around the edges of Neighborhood 1 areas to buffer from more intense uses; avoid mapping new, large areas of Neighborhood 1 without Neighborhood Centers and other complementary Place Types	» Neighborhood 2 (provide transition) » Neighborhood Center » Campus (provide transition)	» Community Activity Center » Regional Activity Center » Commercial » Innovation Mixed Use » Manufacturing and Logistics	» Attached single-family housing may be more prevalent » Neighborhood serving commercial uses should be encouraged at intersections » Front and side yards may be minimal » Parking is likely more balanced between on-street and off-street solutions » Block lengths should not exceed 500 feet » High rate of non-auto mode trips
Neighborhood 2	Map Neighborhood 2 around the edges of existing Neighborhoods to transition to higher intensity uses; map larger areas of Neighborhood 2 around Activity Centers; map Neighborhood 2 near high capacity transit stations; map pockets of Neighborhood 2 along major corridors to give the corridor varied character and density Priority Geography Notes: Areas inside the 485 loop are more suitable for density, but Neighborhood 2 areas should be considered City-wide. Uptown excluded as this should be primarily Regional Activity Center.	» Neighborhood 1 (provide transition) » Neighborhood Center » Community Activity Center » Regional Activity Center » Campus » Innovation Mixed Use	» Commercial » Manufacturing and Logistics	Ground floor non-residential uses may be more the rule than the exception » Lower intensity housing is not included » Buildings tend to be at least five stories and be as high as 20-30 stories in certain areas with community benefits » Outdoor community amenities tend to be shared between buildings and on rooftops » Buildings tend to be oriented along the sidewalk edge with little to no setback » Parking is typically structured » High rate of non-auto mode trips

	General Mapping Guidance	Preferred Adjacencies	Major Transition or Buffer Suggested When Adjacent to:	Uptown Considerations (exceptions or differences in Uptown)
Commercial	Map primarily along corridors that provide essential auto-oriented services (car shops, sales, hotels, etc.); consider all Commercial areas that can be converted to mixed use and mapped as a Center; provide a Neighborhood 2 or Neighborhood Center buffer between Commercial areas and Neighborhood 1	» Innovation Mixed Use » Manufacturing and Logistics » Campus » Neighborhood 2	» Neighborhood 1 » Neighborhood 2 » Neighborhood Center	NA
Campus	Primarily map new or expanded Campus in areas that already have this Place Type and the supporting infrastructure; add new Campuses in areas currently lacking access to diverse employment options (see Equity Framework); consider adding Campus in areas near higher density housing to provide jobs and services (medical, education, etc.); consider Campus in areas with low density housing lacking access to employment **Priority Geography Notes:** Prioritize geographies currently lacking a variety of employment types. Add additional area to existing Campuses as feasible.	» Neighborhood 2 » Neighborhood Center » Community Activity Center » Regional Activity Center » Innovation Mixed Use	» Neighborhood 1 » Manufacturing and Logistics	NA (integrated into Community Activity Center and/or Regional Activity Center)
Manufacturing & Logistics	Primarily map or infill Manufacturing and Logistics in areas that already have this Place Type and the supporting infrastructure; add new Manufacturing and Logistics in areas currently lacking access to diverse employment options (see Equity Framework); do not add Manufacturing and Logistics in existing neighborhoods; new Manufacturing and Logistics should be mapped along major roadways or rail corridors to provide easy access to these jobs **Priority Geography Notes:** Prioritize geographies currently lacking a variety of employment types and those farther away from Uptown, where higher density employment types should be prioritized.	» Innovation Mixed Use » Commercial	» Neighborhood 1 » Neighborhood 2 » Neighborhood Center » Community Activity Center » Regional Activity Center » Campus	NA

	General Mapping Guidance	Preferred Adjacencies	Major Transition or Buffer Suggested When Adjacent to:	Uptown Considerations (exceptions or differences in Uptown)
Innovation Mixed-Use	Primarily map or infill Innovation Mixed Use in areas that already have this Place Type and the supporting infrastructure; add new Innovation Mixed Use in areas currently lacking access to diverse employment options (see Equity Framework); consider historic industrial areas for transition to Innovation Mixed Use through adaptive re-use and infill **Priority Geography Notes:** Prioritize geographies currently lacking a variety of employment types. Include in other geographies as a buffer around areas Manufacturing and Logistics, particularly adjacent to neighborhoods.	» Neighborhood 2 » Community Activity Center » Regional Activity Center » Manufacturing and Logistics	» Neighborhood 1	NA (integrated into Community Activity Center and/or Regional Activity Center)
Neighborhood Center	Map Neighborhood Centers interspersed in all neighborhoods; map Neighborhood Centers in areas of small commercial, vacant, or underutilized land that could easily transition to mixed-use; add new Neighborhood Centers in areas currently lacking access to goods and services (see Equity Framework); map Neighborhood Centers as small nodes (at major intersections, etc.) or small-scale main streets a few parcels deep **Priority Geography Notes:** Neighborhoods farther from Center City are more in need of these pockets of amenities and services, the inner neighborhoods should be primarily served by Community Activity Centers.	» Neighborhood 1 » Neighborhood 2 » Campus » Innovation Mixed Use	» Regional Activity Center » Manufacturing and Logistics	NA (integrated into Neighborhood 1, Neighborhood 2, Community Activity Center, and/or Regional Activity Center)

	General Mapping Guidance	Preferred Adjacencies	Major Transition or Buffer Suggested When Adjacent to:	Uptown Considerations (exceptions or differences in Uptown)
Community Activity Center	Map pockets of Community Activity Center along commercial, mixed-use, or rail corridors, interspersed with lower-intensity uses to give the corridor varied character and density; add new Community Activity Centers in areas currently lacking access to goods and services (see Equity Framework); consider all single-use areas that could transition to mixed-use Community Activity Centers; avoid adding large Community Activity Centers in areas without existing or planned infrastructure or market demand to support increased density **Priority Geography Notes:** Community Activity Centers are encouraged City-wide, but particularly in the neighborhoods of the "arc" geography that have fewer amenities and services. Uptown excluded as this should be primarily Regional Activity Center.	» Neighborhood 2 » Campus » Innovation Mixed Use	» Manufacturing and Logistics » Neighborhood 1	» Multi-family and office tend to be primary uses with retail, restaurant and entertainment on ground floors » Auto-oriented uses should be discouraged » Buildings should be mid- to high-rise (generally eight stories or taller with some 5 to 7 stories) » Buildings tend to be oriented along the sidewalk edge with little to no setback except when the setback is used for outdoor seating and urban open space
Regional Activity Center	Map Regional Activity Centers in and around large areas of mixed-use; consider creating Regional Activity Centers from Community Activity Centers that can grow in size and intensity; map Regional Activity Centers near high-capacity transit stations; avoid adding large Regional Activity Centers in areas without existing or planned infrastructure or market demand to support increased density **Priority Geography Notes:** All City geographies should have access to at least one Regional Activity Center. The priorities listed above are the geographies which currently do not contain an RAC. Uptown is included because it is the center of the region and should be mapped as primarily Regional Activity Center.	» Neighborhood 2 » Campus » Innovation Mixed Use » Community Activity Center	» Manufacturing and Logistics » Neighborhood 1 » Neighborhood Center	» The predominant building type is high-rise » Buildings tend to be 12 stories or taller and may be up to 50 stories with community benefits » Buildings should step down in height adjacent to Neighborhood 1, but not necessarily to Neighborhood 2

COMMUNITY AREA PLANNING

The Benefits of a Community Area Planning Approach

Community Area Plans are intended to provide a more coordinated, efficient and effective structure for neighborhood planning. A neighborhood-based approach to more detailed planning of Charlotte presents logistical challenges related to the number of plans that would be required. This a Community Area Planning approach establishes an achievable approach to 100% coverage of the community, facilitates conversations between neighborhoods, and allows major barriers that often serve as neighborhood boundaries to be addressed in the planning process. Existing and future neighborhood planning will be integrated into the planning for Community Areas. Neighborhoods and districts will become integral sub-geographies of these sub-areas. And existing neighborhood and community plans should be respected and recommendations carried forward, as appropriate, as they are integrated into the Community Area Plans.

The Community Area Planning Process

Community Area Plans should protect and enhance our Charlotte's neighborhoods. They are plans intended to provide detailed strategies for places, transportation, infrastructure and community facilities and amenities. These plans should catalog and celebrate community character and develop and enhance places through the designation of place types and community assets. As described in the previous section, the city's corridors often serve as focal places within and between neighborhoods. The Community Area Plans should drive the creation of place along these corridors and focus on the scale and design of public spaces.

The Community Area Plans should integrate previous neighborhood plans and community plans. The purpose of the Community Area Plans is to develop actionable strategies for the city's neighborhoods at a manageable and implementable scale. In addition, developing a single plan that represents multiple neighborhoods is a more effective way to elevate neighborhood-level issues for consideration of policy changes and funding

priorities. These plans can also serve to protect specific communities within or adjacent to larger Community and Regional Activity Centers.

The planning process for Community Area Plans will generally range from nine to twelve months and should include a robust community engagement strategy. They should be updated approximately every 10-12 years. Criteria for determining prioritization will take into account the Community Area's proximity to regional centers; degree of change reflected in Future Place Type mapping; Equity Metrics; existence and age of existing subarea plans; new large scale development planned, underway or recently completed; new large scale infrastructure planned, underway or completed; and amount and type of public investments recently made in the Community Area.

The Key Components of a Community Area Plan

The following provides the major plan components and steps for a Community Area Plan.

Project Team and Initiation

- Organize Planning Team and Key Stakeholders
- Refine boundary of the Community Plan Area with Planning Team
- Develop community engagement strategy
- Review and confirm community engagement strategy with Planning Team

Community Area Vision and Goals

- Interpret the Comprehensive Plan's Vision Elements and Goals for the Community Area
- Identify additional unique goals for the Community Area

Detailed Place Type Review and Focus Area Planning

- Review adopted Future Place Type mapping
- Identify community focus areas
- Identify neighborhood opportunities and community benefits for focus areas
- Identify more detailed land use guidance (as applicable)
- Identify transition and buffer strategies for applicable Place Types and focus areas

Infrastructure and Amenities

- Identify neighborhood assets and amenities
- Develop list of desired assets and amenities
- Identify planned and needed infrastructure improvements
- Coordination with project partners in infrastructure improvement identification, design and implementation
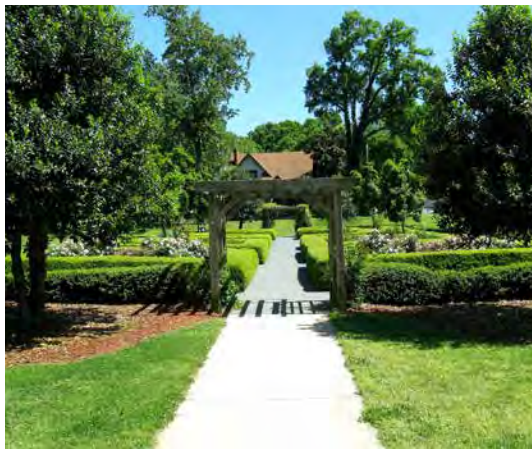
Implementation

- Key Investments
- Prioritization of needed improvements
- Phasing strategy and CIP coordination

Prioritization of Community Plan Areas

While establishing 15 Community Plan Area geographies will help to ensure that neighborhood level and place specific planning can occur within a timely manner, it will likely be impossible to initiate all 15 planning processes at once. Prioritization criteria should be established to better understand each area and establish groupings for phased implementation of the Community Plan Area planning processes.

Potential criteria include:

- Age of Existing Plan Guidance (District and Community Plans)
- Coverage of Existing Guidance (District and Community Plans)
- Rate and Direction of Population Change
- Rate and Direction of Employment Change
- Access to Amenities, Goods and Services Equity Metric
- Access to Housing Opportunity Equity Metric
- Access to Employment Opportunity Equity Metric
- Environmental Justice Equity Metric
- Populations Vulnerable to Displacement Equity Metric
- Market Readiness/Pressure
- Presence of Major Planned or Current Development/ Redevelopment
- Presence of Major Public Infrastructure Investment
- Development Capacity
- Degree of Future Place Type Change (comparison of Existing Place Type Map to Future Place Type Map)

It is often helpful to look at both ends of the spectrum for several prioritization criteria. One potential example is market readiness. A neighborhood that has little development and/or investment activity may suffer from a lack of housing diversity, a lack of access to nearby or quality amenities, etc. Initiating a Community Plan for this the area that includes this neighborhood may help to 1) ignite some market interest and 2) allow the community to plan ahead and prepare for potential gentrification and displacement. On the other hand, a neighborhood that is market ready to the extent that it is experiencing rapid transactions and investments is likely experiencing dramatic increases in land values, property values and rents and change in mobility, culture and character. Initiating a Community Plan for this area can help to provide more detailed guidance for future development, identify infrastructure to support recent and impending growth, and help to ensure that community benefits are communicated and achieved.

Community Area Toolkit

The Community Area Planning approach sets out a framework to provide an area plan for every area in Charlotte within the next 5 to 10 years, with multiple areas of the city undergoing a planning process at a time. As the new planning approach makes its way around Charlotte, Community Areas that want to get a head start on the planning process can lay the groundwork by taking advantage of one or more tools that will help them establish valuable resources to guide planning and decision making.

These tools provide ways to connect to existing community resources as well as self-guided activities, some of which are intended for groups or organizations. None of the activities are required for a successful planning process and completing the activities does not mean a Community Area planning process will be scheduled sooner. The activities will help individual and groups to think about and document the Community Area's unique characteristics, strengths, and weaknesses. This can help residents begin to identify, articulate and research ideas before planning begins.

Existing and potential tools include:

- Connect with your City Council representative/s;
- Identify key stakeholders, including residents, businesses, employees, students and others in the Community Area;
- Develop a facility and/or venue inventory;
- Perform a sidewalk inventory to determine the presence, character and conditions of sidewalks in the Community Area;
- Identify and map public and private art installations throughout Community Area;
- Complete or collect a photo inventory of public spaces throughout the Community Area;

- Participate in one or more Housing & Neighborhood Services Training Programs;
- Organize one or more neighborhood clean-ups throughout the Community Area;
- Document important and/or unique architectural and design characteristics in the Community Area;
- Identify and map potential opportunity sites or areas;
- Participate in the City's Planning Academy;
- Collect an oral and/or visual history of the Community Area; and
- Conduct a safety audit of a particular corridor, center or other subarea within the Community Area

Updates to Community Area Plans

Depending on staffing availability and capacity, it is feasible to complete the Community Area Plans for all 15 geographies within approximately three to five years from when they are initiated. With that said, it may take five to ten years to complete all of the plans depending on the length of individual planning processes and resources available. It is important to note that Community Area Plans should not be initiated until Future Place Type Mapping is completed for all parts of the City. Once adopted, Community Area Plans should be updated every seven to ten years. Prioritization criteria should be updated annually for all Community Area Plans. The order of updates can be adjusted and the timeline for initiating an update can be accelerated if there are significant changes in one or more prioritization criteria.

CASE STUDY: SA TOMORROW REGIONAL CENTERS

The City of San Antonio's Comprehensive Plan, SA Tomorrow, identified 13 regional activity centers. These Centers are a major building block of the plan and were designed to organize the economic geography of the community and to provide direction and vision for the City's major employment and activity hubs. The centers were identified based on the presence of major economic, civic, and cultural assets (e.g. large employers, major education institutions, cultural attractions/facilities) and the existing density of employment. Three regional center types were identified including Activity Centers (e.g. downtown), Logistics/Service Centers (e.g. airport area), and special purpose centers (e.g. military bases). Each type identifies the desired mixture of uses and the associated land use strategy. The City has worked to organize its economic development tax incentive policies and affordable housing policies to focus efforts and resources towards the Centers. A set of seven elements needed in a regional center were identified to guide planning efforts in these areas: anchor institutions, enhanced urban planning/design, area identify/brand, partner organizations, enhanced mobility network, capital investments in to place-making and community amenities, and funding/incentive tools.

Image source: https://www.bizjournals.com/sanantonio/news/2019/12/06/city-council-approves-downtown-development-plan.html

4.4 UNIFIED DEVELOPMENT ORDINANCE

A critical step in implementing any Comprehensive Plan is updating the corresponding municipal codes. This includes updating the community's zoning code, but also has important implications for many other aspects of the code. Unlike many other communities, Charlotte has not waited for the Comprehensive Plan to be complete before beginning its update to the Unified Development Ordinance (UDO). The typical sequencing of code updates coming on the heels of a new Comprehensive Plan typically leads to a two to four year lag between the adoption of the community's primary guiding policy document and the enactment of a new or updated municipal code to implement it. This section highlights Charlotte's unique approach overlapping ad coordinating these efforts and summarizes the path forward to completing the UDO update.

UPDATE PROCESS

The Unified Development Ordinance (UDO) is the regulatory tool meant to guide future development so it results in the type of complete communities and places defined by the Charlotte Future 2040 Comprehensive Plan goals and policies. The UDO is also instrumental in implementing other City policies that will nest under the Comprehensive Plan's overarching guidance such as Charlotte Moves, the Urban Street Design Guidelines, the Strategic Energy Action Plan, the Urban Forestry Master Plan, and the Tree Canopy Action Plan.

Zoning is a regulatory tool used by local governments to control the physical development of land and the types of land uses that may be put on individual properties; it is a primary regulatory tool for governing building and development. The purpose of zoning regulations is to implement local land development polices expressed in adopted plans and protect the health, safety, and welfare of the larger community. Zoning regulations are found in the Zoning Ordinance. The ordinance defines a number of zoning districts that are used within a community. The official Zoning Map identifies the zoning district for each property. When a zoning ordinance is combined with other development-related ordinances (ex. subdivision, tree, and stormwater), this document is typically called a Unified Development Ordinance (UDO).

In Charlotte, regulations and standards from eight (8) different development ordinances will be combined into a single comprehensive document. The UDO will consolidate and update regulations and standards currently found in the City's Zoning Ordinance, Subdivision Ordinance, Tree Ordinance, Chapter 19 (Streets and Sidewalks), Floodplain Regulations, Erosion Control Regulations, Stormwater Regulations, and Driveway/Access Standards.

The update effort is reliant on the input of the Unified Development Ordinance Advisory Committee (OAC). The OAC is a volunteer committee composed of individuals representing neighborhood and sustainability interests as well as design and development professionals. OAC members provide a wide range of technical expertise and community perspectives. The committee's primary role is to provide advice and feedback, helping City staff and consultant teams evaluate and test elements of the UDO prior to their inclusion in the draft.

A few short-term initiatives have been completed ahead of the full UDO update. These include revised Transit Oriented Development (TOD) zoning districts and the subsequent rezoning of over 1,500 parcels along the Blue Line light rail corridor to one of the new TOD zoning districts (TOD Alignment Rezoning No. 2019-102). The revised TOD zoning districts were approved and adopted in April 2019 and most recently amended in June 2020.

In addition, new Sign Regulations (Chapter 13) were approved in October 2019, and are now being refined through Rezoning #2020-104. Further, a small but significant text amendment was approved to the Tree Ordinance, focused on allowing better integration of trees into urban sites.

A Tree Canopy Action Plan (TCAP) is now being prepared by staff and community stakeholders. This plan will lay the foundation for a more comprehensive assessment and update of Charlotte's tree-related policies and regulations.

As the Charlotte Future 2040 Comprehensive Plan gets closer to adoption, the City's UDO team is working with the OAC to develop the various components of the Unified Development Ordinance, which will serve as a primary implementation tool for the Comprehensive Plan. The first public draft of the complete UDO will be available in Spring 2021.

ZONING DISTRICT MAPPING

After the adoption of the updated Zoning Ordinance as part of the UDO update and after the completion of Place Type mapping as the first step in the Community Area Planning approach, the necessary tools and information will be ready to map the new zoning districts. As stated previously, Place Types will provide a strong indication of the community's desire for an area, but the palette of Place Types is not nuanced enough to facilitate a one-to-one mapping of a particular Zoning District to each Place Type. With that said, the Zoning Districts are being crafted help the community realize the aspirational characteristics of Place Types and as such, Place Types will narrow the potential set of Zoning Districts that are applicable to an area. In other words, an area that is mapped as a particular Place Type can then consider a smaller set of potential Zoning Districts. The correct Zoning District for a particular property will be dependent on existing conditions and context, location considerations (e.g., adjacencies to other Places

or Zoning Districts, proximity to transit, frontage on a major arterial, access to an interchange), market readiness, and other temporal considerations (e.g., facilitating more gradual change over time).

Changes to existing zoning (mapping of new Zoning Districts and adoption of new designations) will be implemented in a transparent public process that will include informational meetings, conversations with property owners, neighborhoods, and other interested parties, public hearings, and a final decision by the Charlotte City Council. The recommended zoning district for each parcel will be identified using the Future Place Types map and a set of criteria developed by Charlotte Planning, Design and Development for each district. These criteria will be outlined in a Rezoning Guide as part of the UDO update.

FUTURE UPDATES

While the City is making significant strides in updating its Unified Development Ordinance (UDO) and aligning regulation with policy, it will be necessary to revisit the UDO moving forward. In part, this is due to the extent of the revisions and new content included in the UDO update. Although the writing of ordinances is based on best practices and includes aspects uniquely Charlotte, a process of observation and evaluation will likely result in corrections and adjustments in the form of amendments to the UDO. In addition, the Comprehensive Plan sets a 20-year vision and it will not be achieved over night. A number of the recommendations in the Plan's Policy Framework have been identified as medium-term (5-10 years) and long-term (11-20 years), including several that will likely require amendments to the UDO. Therefore, while the current UDO update will be largest in the foreseeable future, it is most definitely not that last as the community adapts to how the updated UDO is interpreted and utilized and responds to changing trends, preferences and advances over the course of two decades.

4.5 FISCAL CONSIDERATIONS, FUNDING AND FINANCING TOOLS

This section summarizes key findings from a Fiscal Impact Analysis and then highlights a set of existing and new funding and financing tools that respond to the expected fiscal impacts of the Comprehensive Plan policy guidance and opportunities to evolve the manner in which the community is currently paying for and benefiting from new growth across Charlotte.

FISCAL IMPACT ANALYSIS KEY FINDINGS

The following major findings were identified during evaluation of fiscal impacts of the desired growth pattern in the Charlotte Future 2040 Comprehensive Plan process.

The desired growth strategy generates a more fiscally beneficial growth pattern for on-going operations for the City and County.

Growth forecasts developed by City Explained for the Charlotte Future 2040 Comprehensive Plan, CONNECT Our Future, and other regional entities were used to evaluate the net fiscal impact of new development on the City of Charlotte's General Fund and Mecklenburg County's General Fund. EPS evaluated a "Business as Usual" growth pattern based on development trends over the past 20 years and a "Future Place Types" growth pattern based on the growth strategy developed for the Comprehensive Plan. The evaluation of the fiscal impact of these growth patterns (using the regional forecast for new households and jobs in the City's Sphere of Influence between 2020 and 2040) revealed that the desired "Future Place Types" pattern generate a 17% greater net positive fiscal impact on the City's General Fund annually. The greater net fiscal impact is due to the lower amount of expenditures generated from the more compact and coordinated growth

pattern. Specifically, expenditures needed to provide fire services and street/highway operations and maintenance, which are major expenditure items in the City's General Fund, would be lower.

Activity Centers designed to attract new development generate a substantial return on investment that can be leveraged to funded local area and community wide infrastructure and amenities.

The attraction of new development to the City's Regional Activity Centers, Connected Corridors, and Neighborhood Centers is a major tenant of the Charlotte Future 2040 Comprehensive Plan growth strategy. The fiscal impact analysis has found that these denser high growth areas most often create benefits (i.e. increased tax revenue) that outweigh the costs the public sector must pay to support the growth of these areas. The added benefit these growth areas can generate (compared to average new development) can be redirected to help fund both local area improvements needed to support growth and also improvements that support the community as well. In addition, using value capture tools to fund improvements needed to support high growth areas can alleviate the need to utilize CIP funds to keep pace with new development and as a result allow for the redirection of capital funds to underserved areas or areas lacking investment.

Certain major expenditures/departments lack dedicated and/or reliable funding sources to support the community's desired future vision.

Four specific expenditure areas were identified as lacking funding tools to support new development including transportation and mobility, schools, public spaces, and community amenities:

Transportation and Mobility

- Street and highway maintenance is provided by the Charlotte Department of Transportation (CDOT). The City 's expenditures on street and highway maintenance are accounted for through two major funds – the General Fund and the Powell Bill/Street Aid Fund. The Powell Bill (or State Street Aid) Fund is funded primarily from the State gas tax revenue that is distributed to the City based on population and lane miles maintained and dedicated to mobility expenditures.

- Maintenance of streets is a major cost item for the City. The direction of maintenance and repair dollars is driven primarily by the condition of the pavement/roadway. Streets that have a lower pavement rating will be resurfaced sooner. Impacts on pavement quality are related to the level of travel, the types of vehicles, and construction impacts on roadways. Infill development has varying impact on pavement quality but is correlated with lower pavement scores generally. Large infill projects will require reconstruction of portions of roads but the developer is required to pay for this cost. However, for smaller, by-right infill development this is not required and likely not feasible, and projects are not subject to the same level of review and regulation. A street with multiple small infill projects can result in multiple cuts of the pavement and individual/piecemeal repairs. This has been resulting in pavement quality in these areas degrading more quickly and focusing more resources to these areas.

- New development in the City is generally responsible for providing the infrastructure and improvements needed for streets that directly access and serve the development. However, the impacts of new development on collector, arterial, and regional roads are not accounted for. Increased traffic volume caused by new development creates additional need for maintenance on the overall City network and enhancements and new street systems to address more modern mobility challenges. The City currently does not have a mechanism to fund the impacts of new development on streets beyond the existing funding sources used for existing street maintenance. This can result in a dis-proportionate amount of funding going to areas that are attracting new development either to address impacts of infill and/or to ensure the regional network can support growth.

- A cost recovery mechanism can help address lack of funding for network growth and enhancement needed for new development. Tools, such as Impact Fees or Improvement Districts, applied to new development should be explored to generate revenue and address impacts of new development.

Charlotte Mecklenburg Schools

- Funding for schools in North Carolina is complicated with funding coming from Federal, State, and local (county General Fund) revenue sources. Historically there has been a lack of ability for school districts to obtain funding outside of these traditional sources. CMS has no dedicated funding source and does not have taxing authority. Capital improvements needed to keep pace with a growing city/county are a major challenge for CMS. Traditionally, CMS has been able to rely on the private sector support through land dedications and other contributions as new neighborhoods need school facilities to attract buyers/renters. As the City reaches build-out and
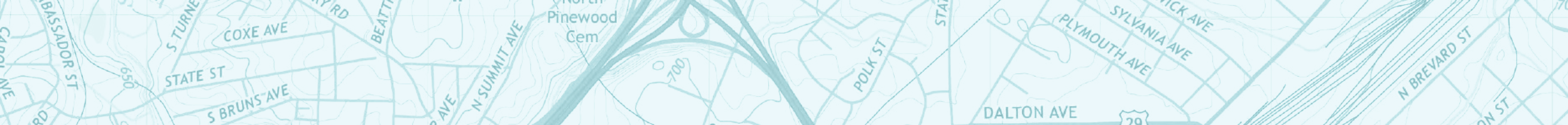
new housing is being built in smaller, and more infill oriented, developments, CMS is challenged with obtaining locations and funding to build (or enhance) schools to support new students. Furthermore, the school facility models needed to support the community are more diverse and different in scale than the traditional models (e.g. large schools serving several neighborhoods). The development review process provides CMS opportunity to highlight facility needs to developers and the City of Charlotte. More proactive planning between the City and CMS can help identify needs before development applications come in, but schools may need to become a priority community need that can be obtain through discretionary approval processes or capital investments. Even with more proactive efforts, a mechanism for obtaining land and/or funding to offset the impacts of new development is needed to support CMS. Tools such as land dedication requirements and/or impact fees should be explored.

Open Spaces and Trails

- Traditional parks, trails, and open spaces in Charlotte are built, operated, and managed by the Mecklenburg County Park and Recreation Department. The Park and Recreation Department have their own Master Plan (Meck Playbook) that guides the policies, programs, and investments for the department in order to serve the community. However, as the City attracts more mixed-use and denser development, there is a growing need and demand for more public open spaces (e.g. pocket parks, urban plazas, off-street bike/pedestrian ways, and trail connections) that are not within Park and Recreations purview and outside of their financial ability to support. As well, the City and County lack tools or a cohesive strategy for the capital funding and long-term management of these public spaces. These types of places in some cases can be provided and managed by the private sector (e.g. plaza next to

an office building or a pocket park maintained by a HOA), however with more piecemeal and infill development occurring the ability to ensure the private sector can or the public sectors' ability to provide amenities is becoming more challenging. A collective approach to the funding, construction, and long-term maintenance (and activation where necessary) of these open spaces is needed to guide the private sector and ensure the public sector has the resources necessary to provide these non-traditional public open spaces.

Community Amenities

- Lastly, the plan policies call for a variety of community amenities to be built to support the major plan goals such as 10-Minute Neighborhoods. The community amenities identified in the plan include day cares, healthy food stores/vendors, health clinics, banks, affordable housing units, and green infrastructure. These amenities are often provided by the private sector and can become scarce or non-existent in lower income neighborhoods due to market dynamics. Furthermore, the capital hurdles to building amenities in areas lacking them currently can be too high to overcome by a private business operator even if there is demand from the community. The City and County in many cases do not provide or have control in the availability of these amenities. Many of these amenities have been identified in the plan and by the community as essential elements to complete neighborhoods or well-rounded employment areas. Creative solutions to leverage investment from the private sector to create desired community amenities are needed to help support the private and non-profit sectors in building and supporting these essential community assets. The plan has identified the desire to explore new development impact mitigation tools and community benefit partnerships as a way to provide support.

NEW FUNDING TOOLS/APPROACHES

The outreach the community and fiscal impact analysis has helped generate the consensus that for Charlotte to achieve the goals in this plan, a collective approach to funding infrastructure and amenities is needed. As well, a greater partnership with citizens and businesses in identifying and maintaining improvements over time is needed. The Comprehensive Plan calls for a "Shared Prosperity" approach to creating new funding tools in partnerships with the private business sector and overall community.

Cost Recovery Programs

The City will implement cost recovery funding programs that can mitigate the increased cost of infrastructure and services cause by new development. Programs focused on funding growth of the regional mobility network, school system, public spaces, and community amenities will be considered including impact fees and land dedications.

Value Capture Programs

Value capture is the use of funding tools to redirect the increased tax value/revenue generated in an area from new development to fund improvements in that area. The increased tax value is spent locally to support and mitigate impacts of new development instead of going to the City's general fund or funds. The use of tax increment (the increased tax revenue from the value of new development generated by new development in an area/project) is a common value capture technique. The City of Charlotte currently uses Tax Increment Grant Program (TIG) to provide repayment of costs for public improvements provided by a private development. The expanded use of tax increment should be considered to help fund improvements from new development. Other value capture techniques include the use of sales tax sharing and improvement districts (additional property or sales tax) that can support improvements on a district/small area scale. **The City will expand the use of value capture tools in conjunction with new development in Regional Activity Centers, Connected Corridors, and Neighborhood Centers, or to support developments that provide priority community benefits (i.e. affordable housing).**

Community Investment Programs

Community investment programs are created to integrate the residents and the business community directly into the identification and funding of infrastructure and amenities that benefit their community. These types of programs are most typically used in a partnership between a business area and a local municipality. Business improvement districts is the common example where of business and property owners in a non-residential area choose to assess additional fees or taxes to fund services and capital improvements. In some communities, neighborhoods have decided to create similar programs to help fund desired amenities. A neighborhood improvement district isn't too dissimilar to a home owners associations often used for suburban subdivisions. Beyond improvement districts, there are wide variety of programs that can allow for a specified area (neighborhood or commercial area) to increase their participation and advocacy in identification of and funding of desired improvements. One of the two "Big Ideas" within the 10-Minute Neighborhood Goal is to create a culture of developer-community collaboration through community benefit agreements. Community benefit agreements are a newer type of community investment programs that cities are using to directly tie improvements funded or built by new development projects directly with input and direction from the community for which the new development will impact. **Charlotte will be creating new community investment programs to increase participation and influence of local neighborhoods and districts into the growth of their areas.**

4.6 CIP PREPARATION, PRIORITIZATION AND SCORING

The City of Charlotte currently develops a 5-year community investment program (CIP) that funds capital investments into the community via large bonds (repaid with dedicated CIP revenues), a PAYGO (pay as you go) program that funds annual capital improvements, and dedicated capital improvements revenues in non-governmental funds (e.g. Charlotte Water). The City's CIP plan is developed annually through the budgeting process. The CIP process starts with city departments identifying projects for consideration from a wide majority of sources including (but not limited to) master plans, small area plans, community outreach, city council recommendations, and others. Prioritized projects are vetted through a community outreach process. Then City Council and City Staff hold budget workshops to refine the CIP project list. Lastly, the CIP plan is posted for public comment and goes through a formal adoption process by City Council.

The City uses a set of loosely defined, high-level criteria to review and prioritize projects for the CIP. Identified projects much support or further guiding principles for the CIP including: address one of four City Council priority areas; support neighborhoods, street network, and/or housing opportunities; preserve and enhance the tax base; and retain the City's credit rating. Projects are also organized based on how they fit within fund strategies (bond program or PAYGO). General CIP "projects" fit within two groups; large/high cost major investments or investments that fit within a package/group of investments addressing a major initiative (e.g. ADA investments or Opportunity Corridors program).

The Charlotte Future 2040 Comprehensive Plan provides substantial direction for the future development of the CIP. As well, the plan lays out an updated and comprehensive set of goals the community wants to achieve over the plan horizon. The plan also introduces new frameworks for considering where and how investments should be made in the community to achieve desired land use patterns and to address systemic racial and demographic inequities through the plan's Big Ideas and Equitable Growth Framework.

The City's approach to the CIP should change to:

- Reflect the vision for the community identified within the 10 Plan goals;

- Prioritize the implementation of the Plan's Big Ideas; and

- Use the Equitable Growth Framework to direct investment into areas lack in access or are vulnerable to displacement.

Changes to CIP to integrate the Comprehensive Plan should be made in two ways to achieve the plans goals and objectives. First, the approach to identifying projects can be modified to align with the plan's direction. Second, the approach to prioritizing projects and building the CIP can be modified to align with framework of the plan.

PROJECT IDENTIFICATION

The following recommendation changes should be considered to modify the City's process for CIP project identification:

- Create a process for cross-departmental efforts to identify and promote projects for the CIP.

- Use the Equitable Growth Framework to promote projects that address access to job opportunities, access to housing opportunities, access to essential amenities, goods and services, and environmental justice issues.

- Use the Implementation Committee to develop CIP programs/project lists to implement the Plan's Big Ideas.

- Integrate the Comprehensive Plan Goal's into the community engagement process to organize projects by Goal and illustrate how potential projects align with the Plan.

- Require promoted projects to include estimates for on-going operational cost impacts and identification of a funding/management plan to address these impacts.

PROJECT PRIORITIZATION

The following recommended changes should be considered to modify the City's project prioritization process for the CIP:

- Develop a more formal scoring process for evaluation of priority projects that aligns with the Comprehensive Plan.

- Align City Council Priority Areas with the Plan's Goals to develop evaluation criteria for the prioritization projects.

- Prioritize projects that address multiple Plan goals.

- Prioritize projects that implement the Plan's Big Ideas.

- Prioritize projects that serve and/or benefit the vulnerable areas identified in the Equitable Growth Framework in order to direct at least half of public infrastructure spending over next 20 years to the most vulnerable communities.

- Prioritize projects that are promoted by multiple departments or have financial support/partnerships with Mecklenburg County or other project partners.

- Prioritize projects that have a plan to address on-going funding and maintenance of investments.

4.7 ORGANIZATIONAL CAPACITY AND COORDINATION

This section of the Implementation Strategy focuses on various aspects of enhancing organizational capacity and coordination. Place management is explored for Regional Activity Centers, neighborhoods and other small areas and districts. An Implementation Committee is recommended to help champion the Comprehensive Plan and shepherd the many aspects of Plan implementation. Finally, recommendations are provided for staffing related to implementing the Comprehensive Plan and the other layers of the Planning Approach presented earlier.

PLACE MANAGEMENT

The policies, programs, and projects identified in the plan are going to increase the need for place management organizations to support with the implementation of the community's vision. Examination of successful places nationally has identified that high-quality places (i.e. employment areas and community gathering places) within communities typically rely on partner organizations to provide and maintain them.

The City should create a place management program and hierarchy that aligns with Future Place Type designations. Funding and technical resources should be provided to support the formation and initial operation of new place management organizations.

Regional Activity Centers

Regional Activity Centers are the location of major destinations for Charlotte including cultural, historic, civic, entertainment, education, health, and economic assets. To facilitate the continued health and growth of these regional activity centers, investment and stewardship is needed to support these areas. Major cities and communities throughout the US and the world have utilized urban place management organizations to help steward there important places.

An urban place management organization is typically a non-profit entity that brings together the public and private sector to jointly invest and support districts and areas. The organizations manage improvements and investments in the districts they cover. The organization allows the private property and business owners (and even residents) invest in the curation and management of their community. They also create a partner with the public sector to guide infrastructure investment, policy creation, and management of urban services.

Roles/Responsibilities

These place management organizations are traditionally found in downtown type areas. Charlotte utilizes a mechanism known as Municipal Service Districts (MSDs) to help support the management of major regional activity centers including Uptown, South End, and University City. These MSDs raise ad-valorem tax to fund and maintain improvements and provide promotion/marketing for these areas. In many communities, these improvement districts are coupled with non-profit membership organizations (e.g. Charlotte Center City Partners) that provide a wide variety of services. The function and use of MSDs in Charlotte function much like other improvement districts and organizations nationally but don't provide

an enhanced level of services (e.g. area cleanliness services or enhanced security and safety services) that other organizations provide. However, the function and purpose of these organizations can be simple in structure and mission. Typical responsibilities of urban place management districts include the following:

- Public safety
- Cleanliness and maintenance of public spaces
- Public financing and capital investments mechanisms
- Policy, infrastructure and amenity planning
- Public space management and activation
- Marketing, branding and events
- Mobility and transportation demand management
- Community outreach, engagement, and advocacy
- Economic development
- Area leadership and management

Contexts

For each regional activity center, an organization(s) should exist to create a public/private partnership for the stewardship of the area. Each organization and regional activity center should have defined roles and responsibilities.

Management Organizations Sequence

These districts often evolve over time. The organization options can be formed in a variety ways and can grow to increase the scope of their services and purpose. Organizations do not need to start from the beginning or continue on to a greater scope of purpose. The essential element is the willingness of private entities to collaboratively create an entity to support their geographic area. The public participation within the organization can vary and is typically greater when dedicated funding streams are included. However, public participation is typically an important element.

Organization Types

The following are types of organizations most often found in these regionally significant areas.

Membership organization – An organization of area stakeholders (business owners, property owners, HOA's, etc..) convened to discuss area issues. Typically are funded through membership fees and have limited ability fund or maintain major projects.

- Example: Economic Development Partnership
- Typical Primary Roles
  » Policy, infrastructure and amenity planning
  » Marketing, branding and events
  » Community outreach, engagement, and advocacy

Improvement District – An entity formed to funding and/or managing capital investments and public spaces for a specific area or district. These districts are typically funded through a dedicated revenue stream that is most often a public financing tax or fee charged on property and business owners in the district.

- Example: Municipal Service Districts
- Typical Primary Roles
  » Public safety (not provided by MSDs currently)
  » Cleanliness and maintenance of public spaces (not provided by MSDs currently)
  » Public financing and capital investments mechanisms
  » Policy, infrastructure and amenity planning
  » Public space management and activation

Special purpose organizations - Entity formed to address one or two specific issues/tasks needed for a specific geographic area. Funding can vary but typical is from a dedicated revenue source or through membership/private funding.

- Example: Transportation Management Association (TMA)
- Typical Primary Roles dependent on agency mission. Typical examples include:
  » Marketing, branding and events
  » Mobility and transportation demand management
  » Community outreach, engagement, and advocacy
  » Economic development

Organization Potential Funding Strategies/Tools

- Membership fees
- Dedicated property tax
- Dedicated sales tax
- Dedicated lodging tax
- Assessment fees
- Retail Sales fees
- Ticket fee/tax
- Charge for services, facility use fees, program revenue
- Grants funding
- Donations

Neighborhood/Small Area/Specific Purpose Districts

For mixed use corridors, community and neighborhood activity centers, and even neighborhoods, an organization can support the growth of specific areas or specific mission needed through a public/private partnership or through a non-profit entity that acts as a steward for the area. Each organization should have defined roles and responsibilities that are needed beyond existing services. Significant property/business owner or community support and participation are needed to make an organization viable.

Management Organizations Sequence

These districts often evolve over time. The organization options can be formed in a variety ways and can grow to increase the scope of their services and purpose. Organizations do not need to start from the beginning or continue on to a greater scope of purpose. The essential element is the willingness of private entities to collaboratively create an entity to support their geographic area. The public participation within the organization can vary and is typically greater when dedicated funding streams are included. However, public participation is typically a required element and formation should be driven by the community and not by the City.
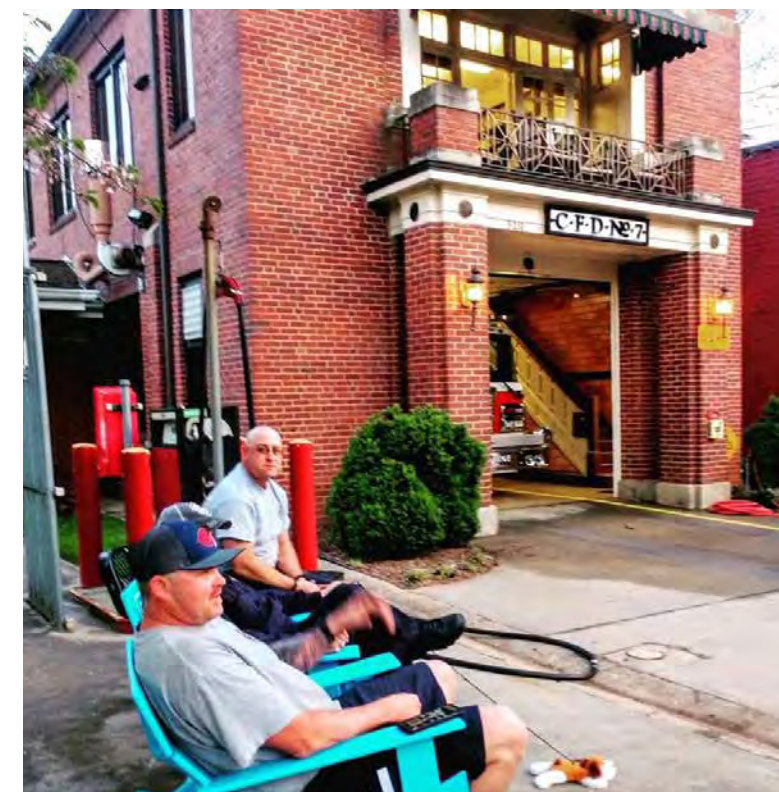
Organization Types

The following are types of organizations used for place management at this scale.

Membership organization – A loose organization of area stakeholders (business owners, property owners, or residents) convened to discuss area issues. Typically are funded through membership fees and have limited ability fund or maintain major projects.

- Example: Business merchants association
- Typical Primary Roles
  - » Marketing, branding and events
  - » Community outreach, engagement, and advocacy

Improvement District - Entity formed to funding and/or managing capital investments and public spaces for a specific area or district. Typically funded through a dedicated revenue stream that is most often a public financing tax or fee charged on property and business owners in the district or neighborhood.

- Example: Business Improvement District
- Typical Primary Roles:
  - » Marketing, branding and events
  - » Community outreach, engagement, and advocacy

» Cleanliness and maintenance of public spaces and infrastructure

» Public space management and activation

» Policy, infrastructure and amenity planning

Special purpose organizations - Entity formed to address one or two specific issues/tasks needed for a specific geographic area. Funding can vary but typical is from a dedicated revenue source or through membership/private funding.

- Example: Community Development Corporation, Naturally Occurring Cultural District (NOCD), Arts Collective/District
- Typical Primary Roles dependent on agency mission. Typical examples include:
  » Marketing, branding and events
  » Community services coordination
  » Community outreach, engagement, and advocacy
  » Economic development

Potential Funding Strategies/Tools

- Membership fees
- Dedicated property tax
- Dedicated sales tax
- Assessment fees
- Retail Sales fees
- Charge for services, facility use fees, program revenue
- Grants funding
- Donations

IMPLEMENTATION COMMITTEE

The level of community engagement and cross-department and agency coordination that has occurred in the development of the Charlotte Future 2040 Comprehensive Plan can provide a strong foundation for ongoing collaboration for aligning implementation efforts, leveraging available resources, ensuring maximum collective impact, and holding each other accountable. The composition of an Implementation Committee should include community representatives and a representatives of all departments, agencies and organizations that participated in crafting the plan. The Implementation Committee should meet at least quarterly, contribute to an annual reporting of implementation progress and evaluation metrics, and participate in an updated Implementation Strategy at least every five years. Additional roles of the Implementation Committee may include:

- Contributing to the finalization of Policy Objective Metrics

- Collecting and sharing of Equity and Policy Objective Metrics

- Sharing of process and content updates related to Strategic Plans, Functional/Action Plans, Community Area Plans, and Specific Plans

- Reviewing and providing feedback on Future Place Type mapping

- Participating in Community Area Planning

- Coordinating existing and new programs recommended in the Comprehensive Plan or targeted at achieving a Plan goal and objectives

- Identifying and/or discussing potential Plan or Implementation Strategy amendments

PLANNING PROGRAM

In order to implement the recommended approach to Future Place Type Mapping and Community Area Planning, the City should review existing staffing and assignments to ensure that those priority items and other aspects of the four level planning program can be implemented.

Based upon similar programs in several of Charlotte's peer communities, there are typically teams established for each Community Area and/or Place Type mapping geography. The planning staff on each team typically focuses on one area at a time for Community Area Planning and up to three areas for mapping. The portion of an individual's time required depends on experience, the Community Plan Area, and whether consultants are engaged to assist with one or more portions of the effort. Teams generally include two to three planning staff members, as well as staff from other departments and agencies for coordination on mobility, parking, parks and open space, utilities, resiliency, etc. Planning team members from other departments can typically engage in several Community Area Plans at one time. Thus, the number of planning staff is usually the limiting factor in the number of plans that can be in development at once and the length of time required to complete all Community Area Plans. The considerations identified here should be used to establish a specific Planning Program to better understand staffing needs or adjustments, funding requirements and estimated timelines.

4.8 TRACKING PROGRESS

The Plan uses and identifies several data points and measures that can be used to track the success of the plan over time. These measurements fall into three major categories. These categories are described below and guidance on how and when to update these measurements is provided.

Equity Metrics – Equity metrics are measurements to identify how equitable opportunities are available within the community and how equitable are the impacts of change on the community. The Equitable Growth Framework provides a number of measurements to create an index for assessing access to job opportunities, access to housing opportunities, access to essential goods and services, the areas experiencing environmental injustice, and areas that are vulnerable to displacement due to new investment and/or development. These equity measures are used to identify systemic issues related to equity and track progress over the long term. As a result, the equity measures cannot track change over short time period. These equity measures should be re-evaluated at major plan review milestones (e.g. every 5 to 10 years) to recalibrate the focus of equity efforts. The exception of this rule is the identification of areas that vulnerable to displacement. Market and demographic conditions can change quickly in vulnerable areas and evaluation of these areas on a more routine basis (annually) is likely needed.

Policy Framework Objectives – Each plan Goal includes a set of policy objectives. These objectives are measurable changes that are desired as a result of the plan policies in that goal.

A target metric needs to be identified and defined for each objective including the data source and methodology for measurement. The objective measurements should be updated annual to track the success of the plan. A committee should be formed to create defined methodology for measurement and tracking of the objectives. The committee should also provide direction on whom (e.g. which department) is responsible for tracking of each objective. The Implementation Committee recommended above could serve this role. A suggested list of metrics for each plan objective is provided in Appendix C.

Charlotte Future 2040 Dashboard – The Charlotte Future 2040 Dashboard is the public facing tracking of success and implementation of the plan. A narrower, publicly consumable set of measurements from the Equity Measures and Policy Objectives should be created and updated regularly and presented to the public. Measures that address major plan objectives/big ideas and can be more regularly updated should be included. The Dashboard should also include tracking of implementation by illustrating which major programs/projects within the plan have been implemented.

CASE STUDY: INDY VITALS

Plan 2020 is the Indianapolis regions community vision plan (much like a comprehensive plan) that lays out the future vision for the City of Indianapolis and Marion County. IndyVitals is an online tool that was created to help measures the impact of Plan 2020 on the community. The tools tracks trends aligned with 7 goal areas (aligned with Plan 2020) for Marion County's Neighborhood Areas. IndyVitals compares trends since 2010 in each neighborhood to other neighborhood areas, the county, the Indianapolis metro area, and the State of Indiana. The tool is similar to the Charlotte Mecklenburg Quality of Life Explorer. However, the platform goes further through its use of indicators and desired directions/outcomes for each metric that tie the measurement to the desired community objective. The comparative structure highlights neighborhoods that are lacking in any of the topic areas compared to other geographies. This platform could also be used to help track private and public investment in each area.

Image source: https://polis.iupui.edu/polis-in-the-news/indyvitals-in-the-news/

GLOSSARY OF TERMS

Accessory Dwelling Unit (ADU)

A structure contained within or separate from the main structure on a single-family or two-family lot that contains separate living quarters, including cooking, sleeping, and bathroom facilities. An ADU can be a separate structure, or attached as in a garage apartment or garden apartment which includes a separate entrance. An ADU may be occupied by extended members of a family (such as a grandparent) or by persons unrelated to the owners or occupants of the main structure on the lot. ADUs can be a relatively inexpensive way to add dwelling units in existing neighborhoods without changing its character.

Adaptive Reuse

The use of existing structures, often historic buildings, for new uses. For example, an early twentieth century bank building in the classical style may be renovated and used as a restaurant, or an old office building may be transformed into a hotel. The reuse of a building is often cheaper and generally more environmentally beneficial than tearing down and building a new building and can have significant aesthetic benefits.

Business Support Programs

Programs that provide financial, educational, and informational resources to businesses located within the City of Charlotte. These programs are provided by the City, Mecklenburg County, the State of North Carolina, the US Federal Government, and area non-profit entities. The City provides a variety of programs and funding for programs that support micro, small, new, and expanding businesses within the City. These programs include business expansion/creation grants, access to financing/capital resources, business management education, and workforce connections and training.

Capital Investment Plan (CIP)

The City's long-range investment plan that funds the highest priority capital investments required to maintain the growth and economic vitality of the growing community. The CIP invests in projects that generate the most benefit and impact to the entire community through: creating jobs and growing the tax base; leveraging public and private investments; enhancing public safety; enhancing transportation choices and mobility; ensuring housing diversity; and providing integrated neighborhood improvements. The CIP encompasses investments in roads, neighborhoods, housing diversity, stormwater projects, transit, water and sewer projects, the airport, and government facilities.

Clustered Homes

A style of residential development where homes are grouped together on a development site, typically on smaller lots than allowed in typical single-family development, but with no change in maximum number of units. The clustering results in a larger amount of common undeveloped space that is usually retained as open space and used for recreational purposes.

Community Benefits Agreement (CBA)

A project-specific agreement between a developer and a broad community coalition that details the project's contributions to the community and ensures community support for the project. Addressing a range of community issues, properly structured CBAs are legally binding and directly enforceable by the signatories. In some cases, the community benefits terms from a CBA may be incorporated into an agreement between the local government and the developer, such as a development agreement or lease. That arrangement gives the local government the power to enforce the community benefits terms.

Cottage Cluster

A group of homes, generally one or two stories that are clustered and arranged around a common open space. See also Pocket Neighborhood.

Equitable Growth Framework

Comprehensive Plan Framework for measuring access, environmental justice and equity to help identify areas where residents and businesses may not have access to daily needs, choices for housing, a diversity of employment, or safe and healthy environments

Equitable TOD

The use of an equity lens in the application of Transit-Oriented Development (TOD) policies to ensure that individuals at all income levels can participate in the benefits of living near high-performance transit. Key benefits to lower-income households are a reduction in transportation costs and an increase in access to jobs and essential goods and services. E-TOD policies also are designed to minimize potential displacement of lower-income persons who live near major transit investments.

Family Sustaining Wage

A family sustaining wage is a wage provided by a job and sufficient to cover the costs of food, shelter, transportation, health care, and other basic necessities depending on the circumstances (i.e. the number of people in the household, presence of children/dependents, number of working adults). of a household. A family sustaining wage can be achieved through wages alone, but more often is dependent on the employer paid benefits and/or public subsidies available to a household that cover the cost of basic needs.

Foodshed

A geographic area that supplies a population center with food. Within this Plan, Charlotte's foodshed refers more specifically to areas within the City of Charlotte and its Sphere of Influence that produce or have the potential to produce food.

Green Stormwater Infrastructure

The use of measures that allow stormwater to be stored on site and slowly infiltrated into the ground, transpirated by plants, or evaporated into the atmosphere, instead of immediately being transported through pipes, drains, and water treatment systems to water bodies or manufactured flood containment systems. Green stormwater infrastructure includes elements such as rain barrels, rain gardens, bioswales, permeable pavement, planting strips, tree lawns, and green roofs.

High Performance Transit

A subset of a transit network that combines a variety of physical, operating and system elements and characteristics to provide a high level of service to transit patrons. These elements and characteristics often include a combination of speed, frequency, operating hours, vehicle design, onboard vehicle amenities, station design, and station amenities. The most typical transit modes in a high performance transit network include commuter rail, light rail transit (LRT), bus rapid transit (BRT), and streetcar, but traditional bus and other types of shuttles can also be a part of the high performance transit system based on enhanced operating characteristics.

High-Rise Buildings

In the U.S., the National Fire Protection Association defines a high-rise as being higher than 75 feet (23 meters), or about 7 stories. Sometimes used to describe buildings greater than eight stories in height.

Historic Property

A district, site, building, structure or object significant in American history, architecture, engineering, archeology or culture at the national, state, or local level.

Historic Structure

Any structure that is:

1. Listed individually in the National Register of Historic Places (a listing maintained by the Department of Interior) or preliminarily determined by the Secretary of the Interior as meeting the requirements for individual listing on the National Register;

2. Certified or preliminarily determined by the Secretary of the Interior as contributing to the historical significance of a registered historic district or a district preliminarily determined by the Secretary to qualify as a registered historic district;

3. Individually listed on a state inventory of historic places in accordance with state historic preservation programs that have been approved by the Secretary of the Interior; or

4. Individually listed on a local inventory of historic places in communities with historic preservation programs that have been certified either by the Secretary of the Interior or by an approved state program as determined by the Secretary of the Interior.

Housing First

A homeless assistance approach that prioritizes providing permanent housing to people experiencing homelessness, thus ending their homelessness and serving as a platform from which they can pursue personal goals and improve their quality of life. This approach is guided by the belief that people need basic necessities like food and a place to live before attending to anything less critical, such as getting a job, budgeting properly, or attending to substance use issues. Additionally, Housing First is based on the theory that client choice is valuable in housing selection and supportive service participation, and that exercising that choice is likely to make a client more successful in remaining housed and improving their life.

Low Rise Buildings

Tends to describe buildings that are one to two stories in height, but can refer to up to five story buildings depending on context.

Mid Rise Buildings

Tends to describe buildings that are five to eight stories in height, but can be used to describe three and four story buildings as well, depending on context.

Middle Density (or Missing Middle)

Development that is built at moderate density, including formats such as two-family housing (duplexes), three-family housing (triplexes), four-family housing (fourplexes), two-or-three story apartment buildings (often with street-level retail on the ground floor), and smaller-scale retail and office development that supports walkable neighborhoods. Middle-density development can be less costly to serve with infrastructure such as water and sewer than lower-density single-family development and often is compatible within and on the fringes of lower-density development such as single-family (detached) homes. The increased population density supports the City's goal to create walkable neighborhoods that provide housing in a variety of formats, size, and prices and support neighborhood-level retail and smaller parks. Middle-density development fills the gap between subdivisions that are largely single-family detached homes, and large multi-story apartment buildings, large retail complexes, or office parks.

Missing Middle Housing

The residential component of middle density neighborhoods. Missing middle housing includes a range of housing types that are missing in most neighborhoods constructed in the last 70 years because they were prohibited by many zoning ordinances and disfavored by the housing development and financing market. Types of housing that qualify as the missing middle include two-family housing (duplexes), three-family housing (triplexes), four-family-housing (fourplexes), townhouses, cottage homes, smaller two- and three-story apartment buildings, and live-work buildings. This type of housing often supports a variety of different sizes and price points. Individual missing-middle housing projects can be appropriate infill development in existing neighborhoods. They can gently increase density in existing neighborhoods served by utilities without impairing neighborhood identity or charm.

Mode Shift

A change in the percentage of people using a particular way of getting around (walking, biking, taking transit, driving alone, carpooling, etc.) to another way of getting around. Mode shift tends to result when a new option becomes available or more attractive, or when another comparative advantage is created or promoted (less cost, less time, more usable time, etc.).

Naturally Occurring Affordable Housing (NOAH)

Market-rate housing that is relatively affordable in a housing market without the need for dedicated housing subsidies. Naturally occurring affordable housing (NOAH) is generally found in older building stock with fewer amenities. NOAH is often at risk for purchase and redevelopment into renovated or teardown and new construction with additional amenities and a higher price, which leads to displacement of lower-income residents who cannot afford substitute housing in the same neighborhood. Efforts to preserve NOAH can include purchase of older rental apartments by nonprofits or public-private partnerships.

Neighborhood Conservation Overlay District

A neighborhood conservation overlay district (NCOD) is a zoning tool used to preserve, revitalize, protect, and enhance significant areas within a community beyond what is specified in the standard code. The conservation overlay regulations are applied in addition to standard zoning regulations and will take precedence.

Place-Based Economic Development Organizations

Typically a quasi-governmental or non-profit entity that is tasked with the management of employment districts and areas. These organizations provide economic development services focused on the districts they cover typically focused on maintaining and enhancing the quality of the business environment in the district. The organizations allow the private property and business owners (and even residents) to collectively invest in the curation and management of their community. They also create a partnership with the public sector to guide infrastructure investment, policy creation, and management of urban services. Services and roles these organizations often perform for their area of focus include: business attraction and support, business community outreach and advocacy, enhanced public safety, addressing cleanliness and maintenance of public spaces, management of public financing and capital investments mechanisms, advocacy for policy and infrastructure planning, public space management and activation, promotions and events, and transportation demand management.

Placemaking

Placemaking inspires people to collectively reimagine and reinvent public spaces as the heart of every community. Strengthening the connection between people and the places they share, placemaking refers to a collaborative process by which we can shape our public realm in order to maximize shared value. More than just promoting better urban design, placemaking facilitates creative patterns of use, paying particular attention to the physical, cultural, and social identities that define a place and support its ongoing evolution.

Pocket Neighborhood

A set of residences that are clustered around a shared open space, such as a courtyard, alley, or shared open spaces. A pocket neighborhood can include single-family residences, both detached and attached (townhomes), and smaller apartment buildings. A Cottage Cluster is a type of pocket neighborhood.

Resilient Innovation District (RID)

City-wide approach to implement different technologies and pilot projects to enhance the City's resilience and ability to respond to unexpected shocks and stresses. RIDs are proposed in the City's Strategic Energy Action Plan (SEAP) as innovation districts where novel concepts in buildings, transportation, and energy generation will be tested to develop low-carbon, resilient business models. The purpose of RIDs and the demonstration projects are to experiment with programs to support the City's economy and improve the City's ability to respond to events such as flooding and economic crises. Implementation of RIDs should address the variety of contexts found in the City and identify appropriate tools based on the context and Place Type for the area.

Shared-Use Path

Off-road infrastructure, typically paved, that is designed as part of a transportation network serving persons walking or using micromobility devices such as bikes, e-bikes, wheelchairs, and scooters. A shared-use path may run adjacent to but separated from a street, or operate in a completely separate right-of-way. Shared-use paths serve users who are traveling for recreational, employment, or other purposes. The Little Sugar Creek Greenway and the Rail Trail are examples of shared-use paths.

Small Footprint Housing Unit

A housing unit that is a single-family dwelling that has less than 1,200 square feet of living area, or a single unit in a multi-unit building (duplex, triplex, fourplex, or multifamily building) that has less than 550 square feet of living area.

Transit-Oriented Development (TOD)

A pattern of higher-density residential, commercial, office, and civic uses with an urban design and high-quality support for walking, bicycling, transit use and other forms of non-vehicular transportation, developed near high-performance transit stations. Transit-oriented development (TOD) is often encouraged using special development regulations around transit stations which require a higher-quality public realm, limited parking, and connections to adjoining neighborhoods. The City's zoning ordinance was amended in 2019 to include new Transit Oriented Development Districts that are applied to land around stations along the CATS Lynx Blue Line.

Transit Supportive Development

An alternative name for Transit-Oriented Development (see above) that places an emphasis on linking adjacent land uses and activities to a transit station or station area.

Underserved Neighborhood

A community in which the residents lack resources or the infrastructure (either public or private) is undeveloped, leading to disparities in the ability to access health care, jobs, recreation, social services, housing, transportation services, food, retail, or other elements of daily life.

Voluntary Agricultural District (VDA)

A program established in North Carolina by the 1985 General Assembly. The program encourages the preservation and protection of farmland and allows landowners to publicly recognize their farms. A VDA establishes an Agricultural Advisory Board in the county where a VDA is created. The program also allows for Enhanced Voluntary Agricultural Districts to protect farms from development for 10 years. Currently, 90 counties in North Carolina have county ordinances for Voluntary Agricultural Districts. 10,441 farms are enrolled in the program that includes 855,976 acres of farms and forests.

Vulnerable Neighborhood

A neighborhood whose existing population is at a higher risk for displacement based on the neighborhood-level factors identified in the Equitable Growth Framework (EQF) methodology. Measures that the EQF methodology identified as contributors to the risk of displacement include a high poverty rate, low educational attainment, higher proportion of non-white residents, and high concentration of residents aged 65 years or older.
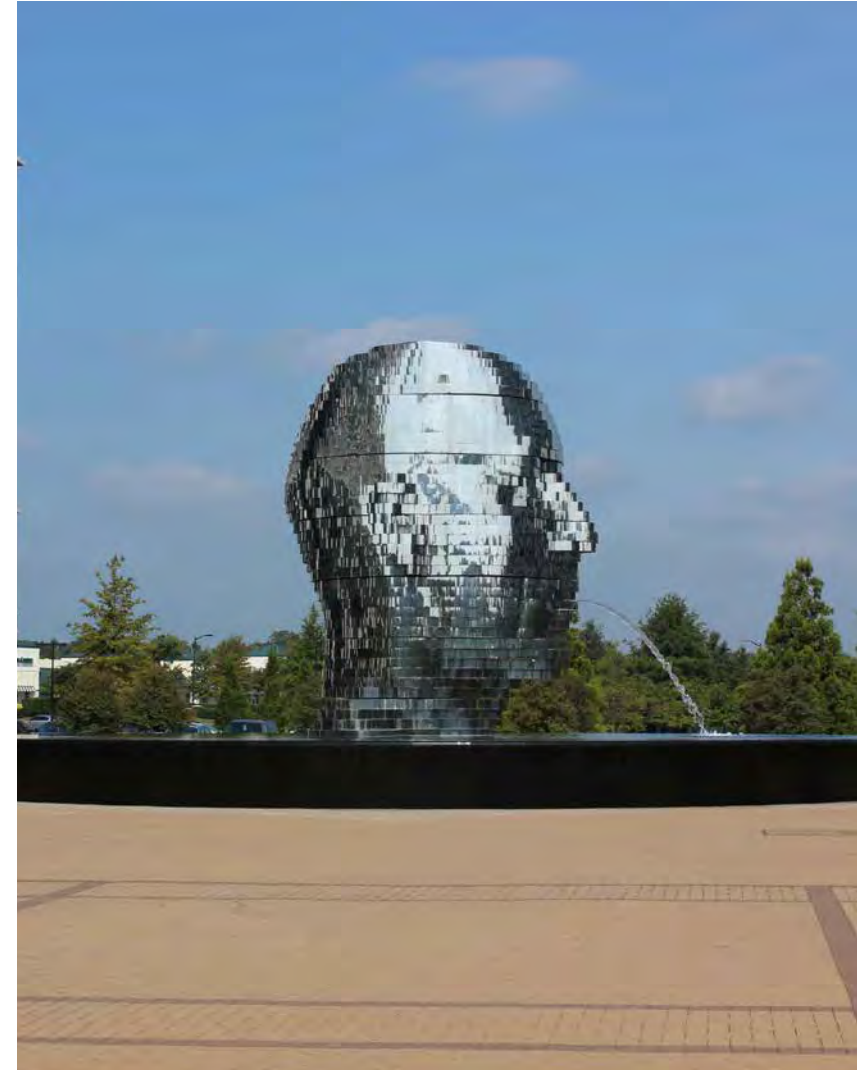
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Jarrett Hurms

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Gus Inabinet

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APPENDICES

A. Equitable Growth Framework Methodology

B. Place Types Manual

C. Goals and Objectives Metrics

APPENDIX A. EQUITABLE GROWTH FRAMEWORK METHODOLOGY

Building on the Built City Equity Atlas developed in Phase 1 of the Comprehensive Plan effort, a methodology for measuring access, environmental justice and equity has been developed to help identify areas where residents and businesses may not have access to daily needs, choices for housing, a diversity of employment, or safe and healthy environments. The Equity Metrics described and mapped herein was used to 1) inform the development of Goals and supporting Policies, Projects and Programs in the Comprehensive Plan; 2) to identify priorities for Community Planning Areas for subsequent mapping and planning efforts within sub-geographies throughout the community; and 3) to assess and track progress towards becoming a more equitable, fair and just city over the next 20 years.

Each of four Equity Metrics comprises a series of relevant indicators and is compared to data that helps us understand where populations that are vulnerable to displacement are concentrated (Populations Vulnerable to Displacement Overlay). The four Equity Metrics described in greater detail after an explanation of the Populations Vulnerable to Displacement Overlay include:

- Access to Essential Amenities, Goods and Services

- Access to Housing Opportunities

- Access to Employment Opportunities

- Environmental Justice

POPULATIONS VULNERABLE TO DISPLACEMENT OVERLAY

As a critical layer of analysis, an overlay identifying concentrations of residents that are vulnerable to being impacted negatively by change was developed. The analysis identifies residents that have characteristics that tend to make them more vulnerable to potential displacement. Unfortunately, the same characteristics that make certain populations susceptible to displacement are used in identifying whether environmental impacts are justly distributed. Areas with higher concentrations of vulnerable populations are overlaid on the access to opportunity and environmental justice maps to better understand how physical conditions, access, costs and benefits impact residents that have suffered from systemic racial and other social discrimination and/or are less likely to be able to adapt to economic and other changes. The measures contributing to vulnerability to displacement are often good indicators, along with low or no car ownership, of transit propensity as well. Transit propensity is a concept that measures the likelihood of using public transit.

Four measures have been documented as major contributors to vulnerability to displacement and are used to identify the areas with the most vulnerable populations across Charlotte:

- Poverty Rate;
- Educational Attainment;
- Race; and
- Age.

Areas that meet these four conditions will be identified as areas vulnerable to displacement.

Vulnerability to Displacement

- - - City of Charlotte Sphere of Influence boundary

▢ vulnerable to displacement

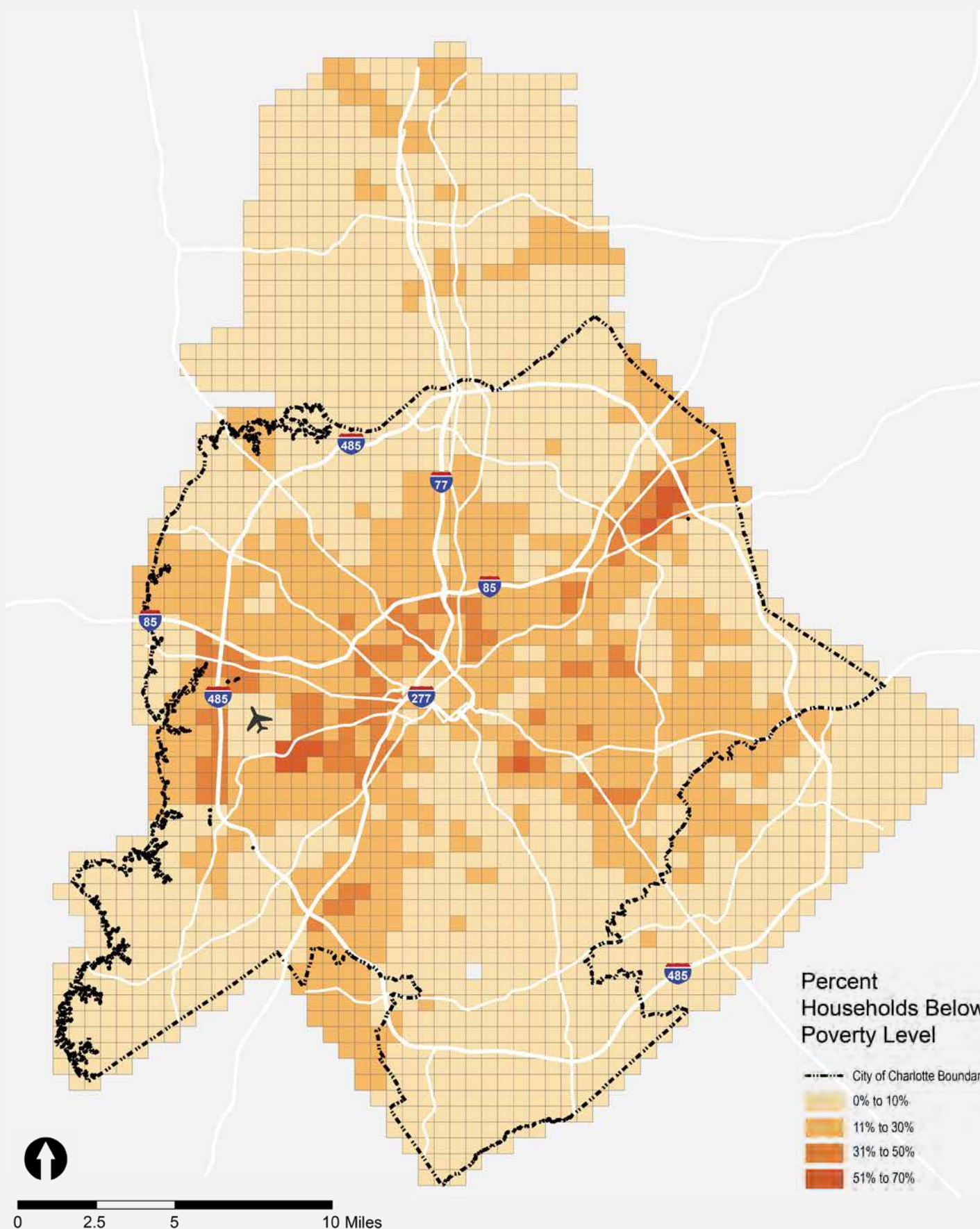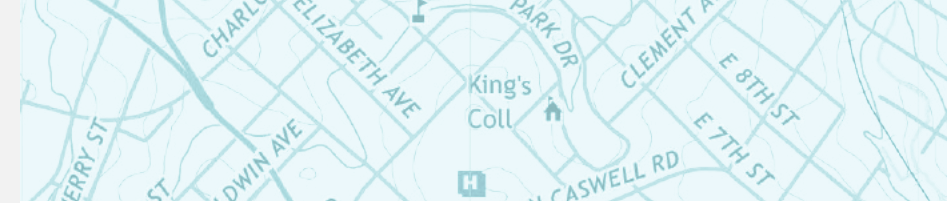least vulnerable — most vulnerable
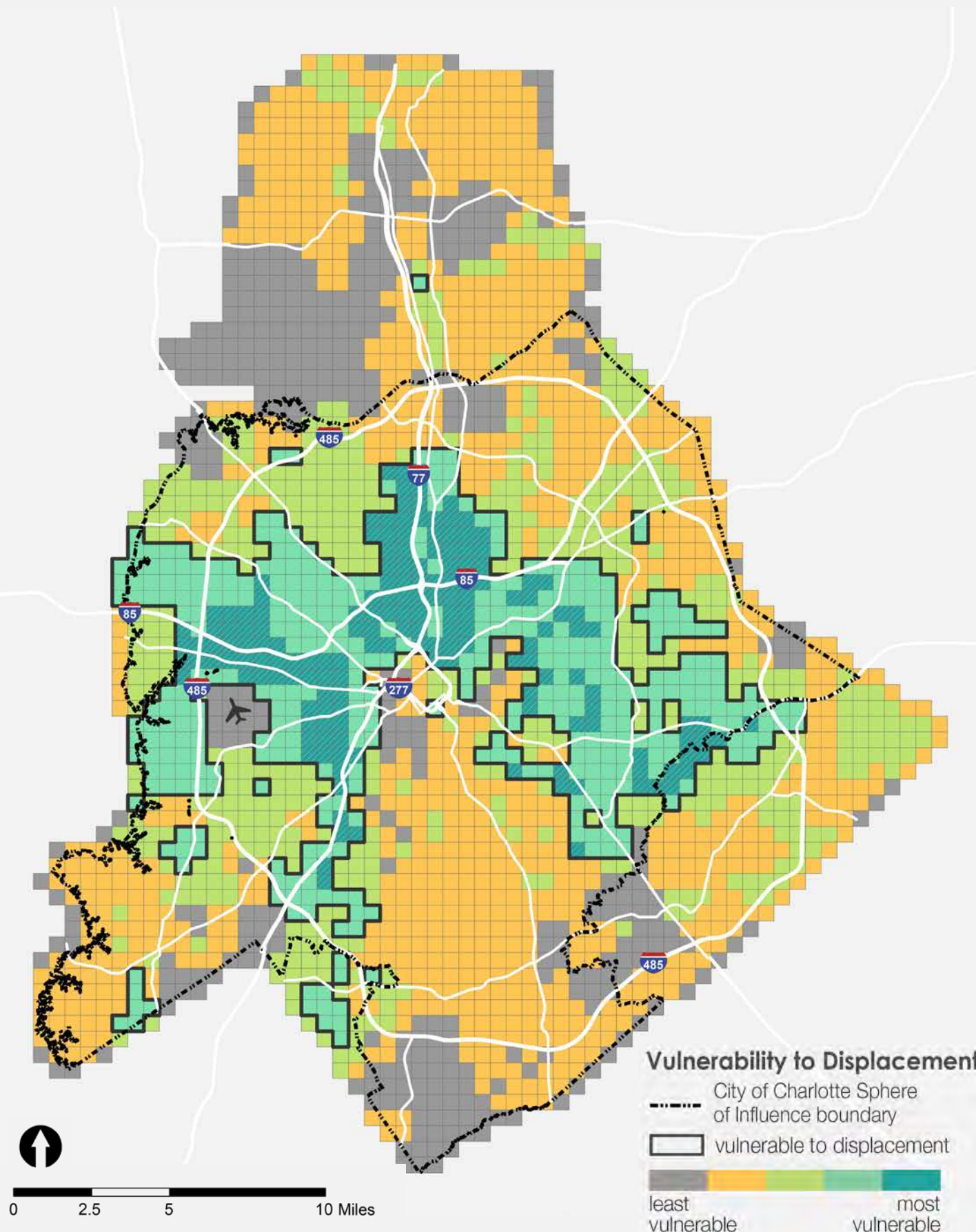
Poverty Rate

Areas with a greater percentage of residents living at or below the poverty level (relative to the County's average rate) are considered to be vulnerable. The map to the right shows the household poverty rate by grid cell (based on 2018 ACS 5-year estimates by block group, apportioned to grid cells).

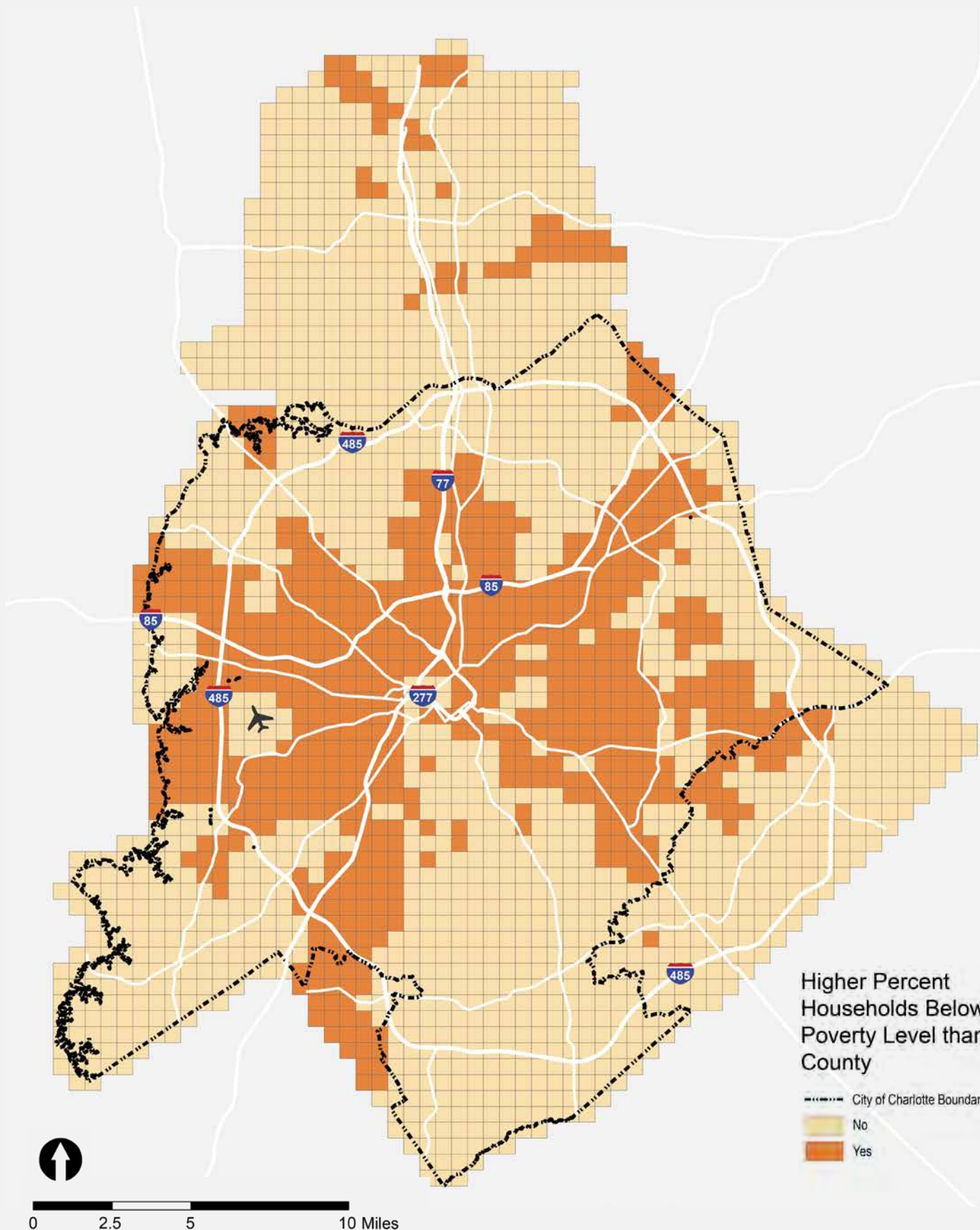Map at right: Household Poverty Rate, 2018

Percent
Households Below
Poverty Level

--- City of Charlotte Boundary
0% to 10%
11% to 30%
31% to 50%
51% to 70%

0   2.5   5   10 Miles

Poverty Rate, Compared to County

Any area with a poverty rate higher than the county-wide rate of 11.2% were considered to be vulnerable.

Map at left: Areas with Household Poverty Rate Exceeding Mecklenburg County, 2018

Higher Percent Households Below Poverty Level than County

- - - - City of Charlotte Boundary

No

Yes

0   2.5   5   10 Miles

Education Attainment Rate

Areas with a greater percentage of residents that have low educational attainment rates (High School degree/GED or less) are considered to be vulnerable. The map at right shows the rate of low education (among the population age 25 and older) by grid cell (based on 2018 ACS 5-year estimates by block group, apportioned to grid cells).

Map at right: Education of Population Age 25 and Older, 2018

Percent Population with
High School Education
or Less

- - - City of Charlotte Boundary
0% to 20%
21% to 40%
41% to 60%
61% to 80%

0   2.5   5   10 Miles

Higher Percent
Population with High
School Education or
Less than County

- - - - City of Charlotte Boundary
No
Yes

0   2.5   5   10 Miles

Education Atainment Rate, Compared to County

Any area with a rate higher than the countywide rate of 27.3% were considered to be vulnerable, as shown in the map at left.
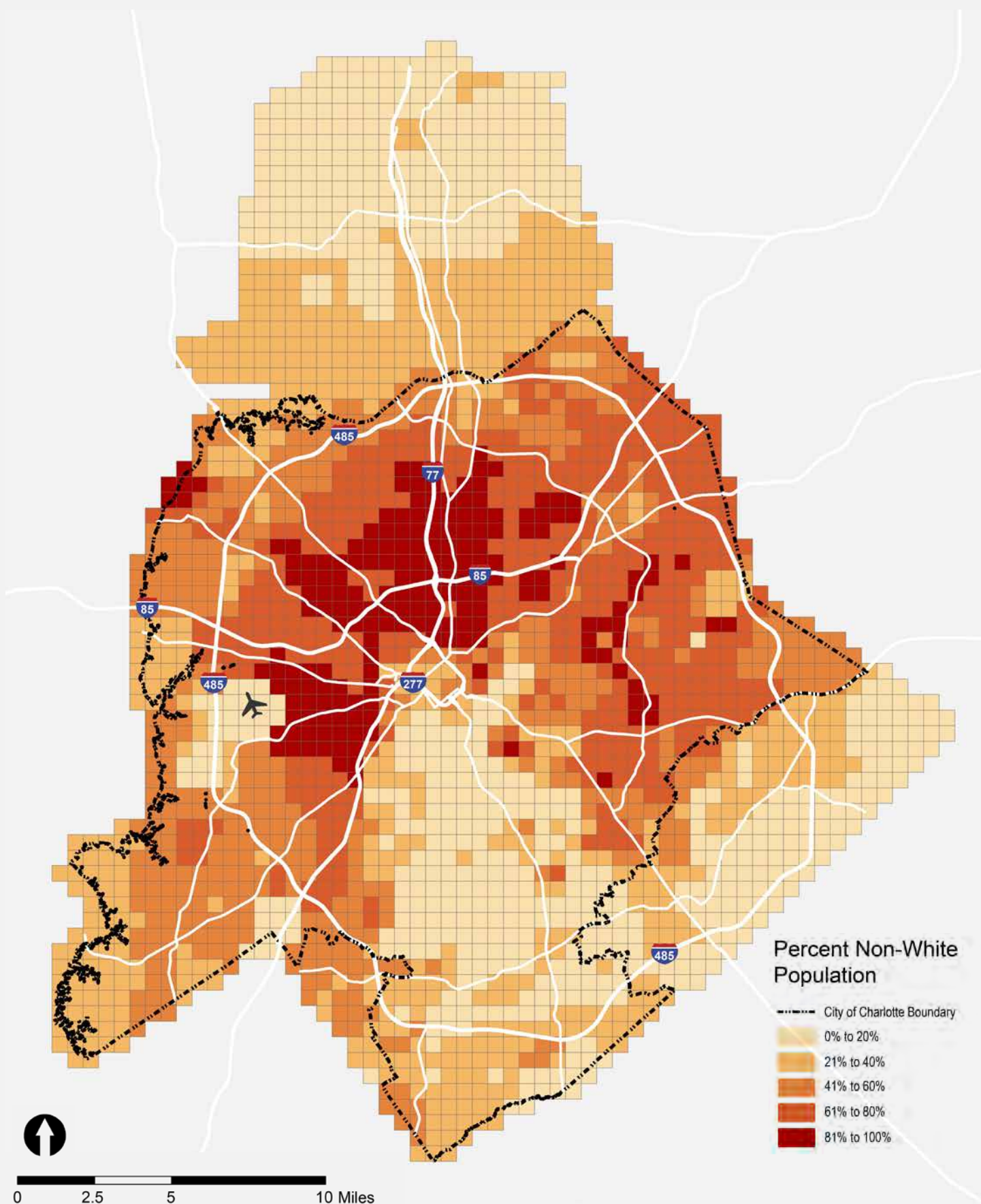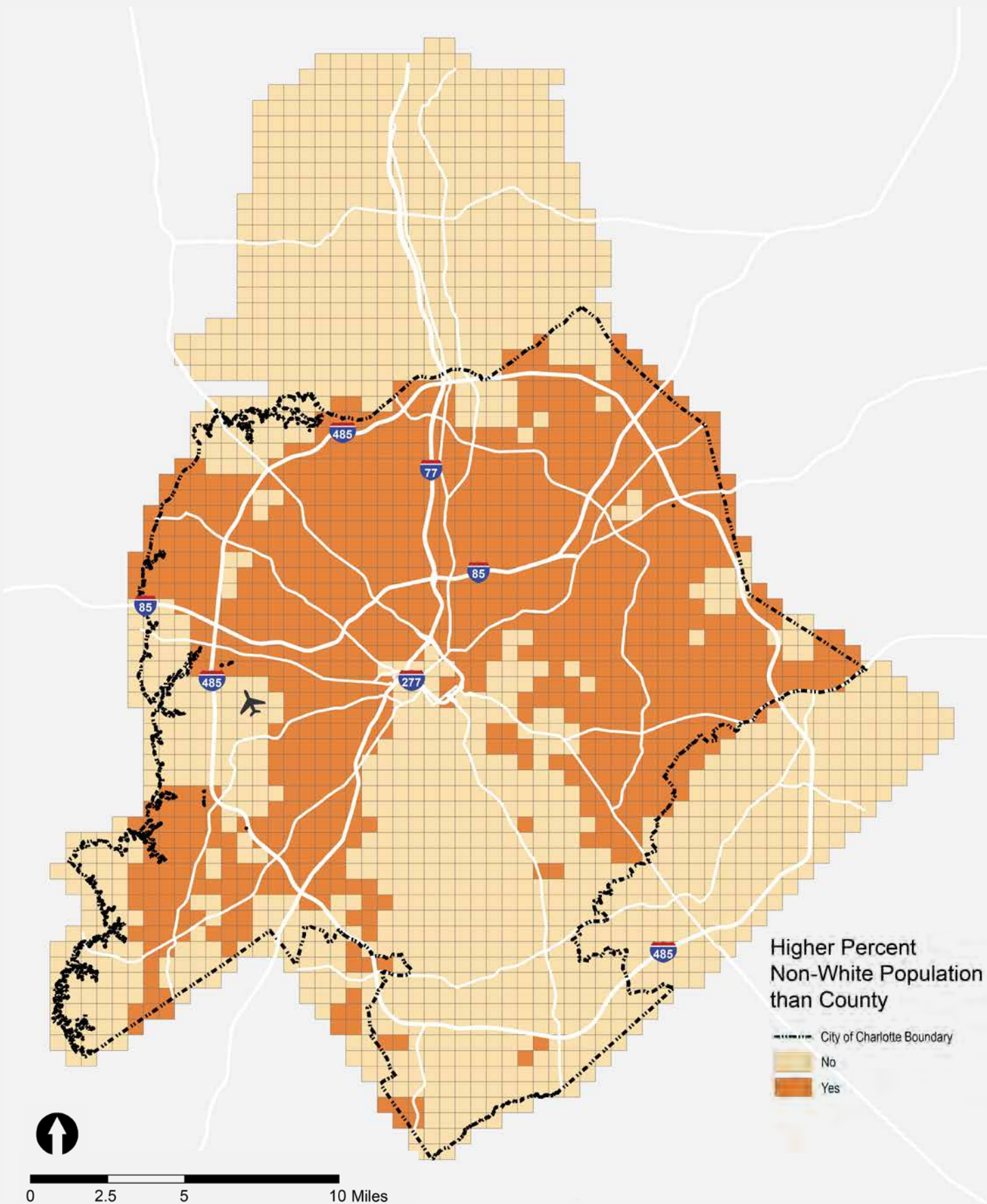
Map at left: Education Compared to County
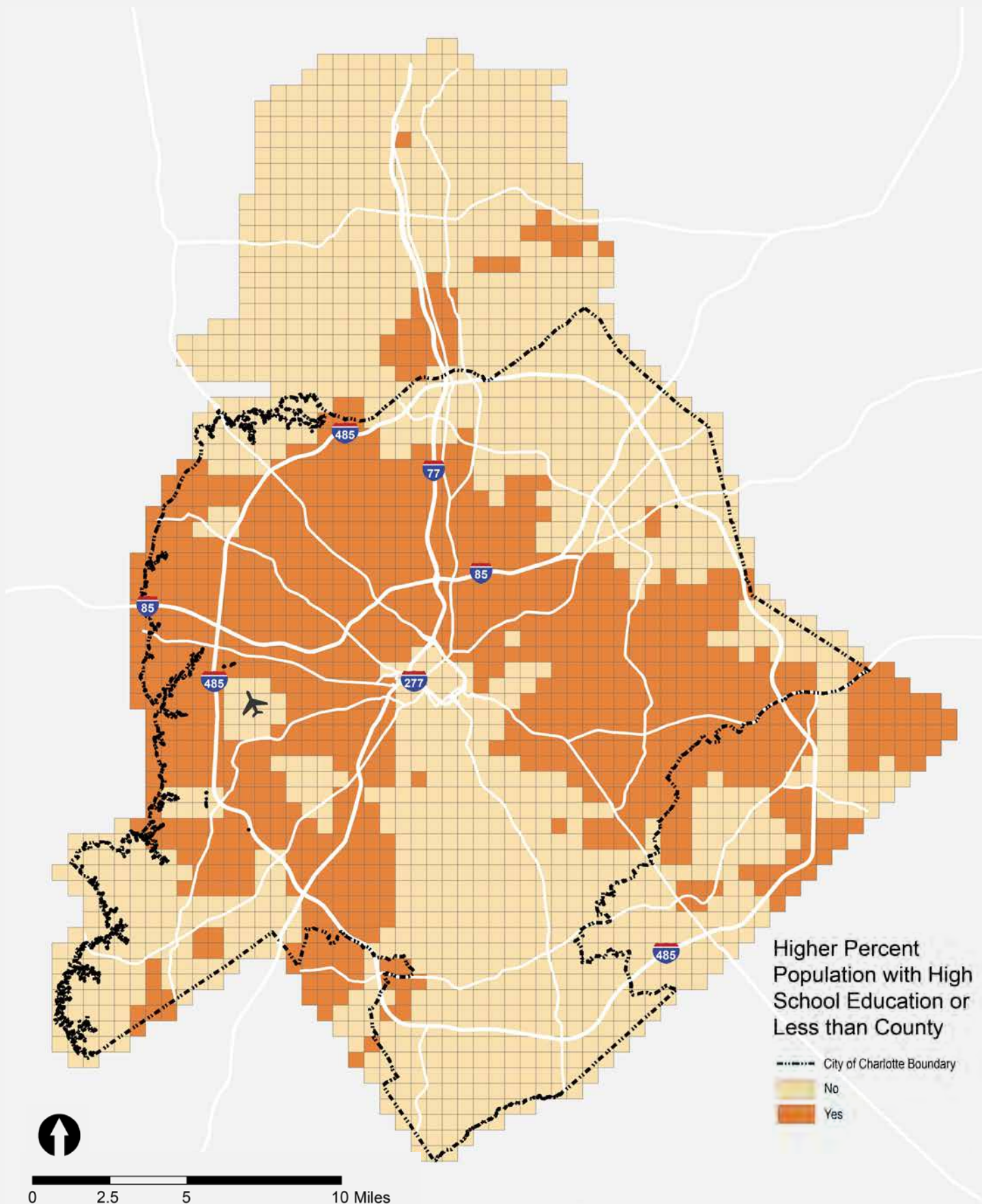
Race

Areas with a greater concentration of non-white residents are identified as potentially vulnerable. These areas may not truly reflect vulnerability of residents themselves, but likely indicate areas disadvantaged due to historical racially based structural and systematic policies (e.g. redlining) which may still be resulting in lingering issues that cause the areas to lack access to opportunity. The map at right shows the non-white population by grid cell (based on 2018 ACS 5-year estimates by block group, apportioned to grid cells).

Map at right: Percent Non-White Population, 2018

Percent Non-White Population

- - - City of Charlotte Boundary
0% to 20%
21% to 40%
41% to 60%
61% to 80%
81% to 100%

0   2.5   5   10 Miles

Race, Compared to County

Any area with a rate higher than the countywide rate of 45.5% were considered to be vulnerable, as shown in the map at left.

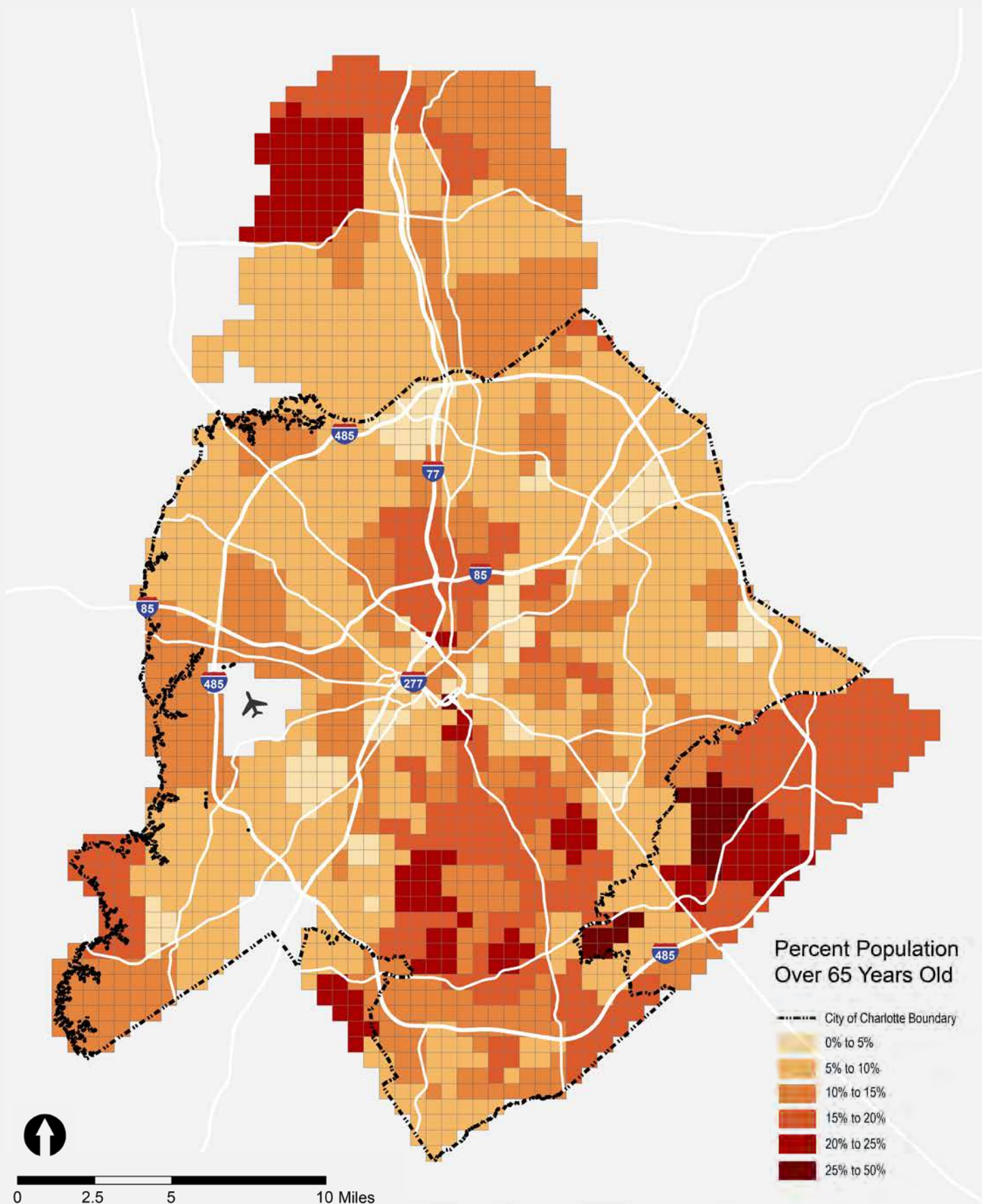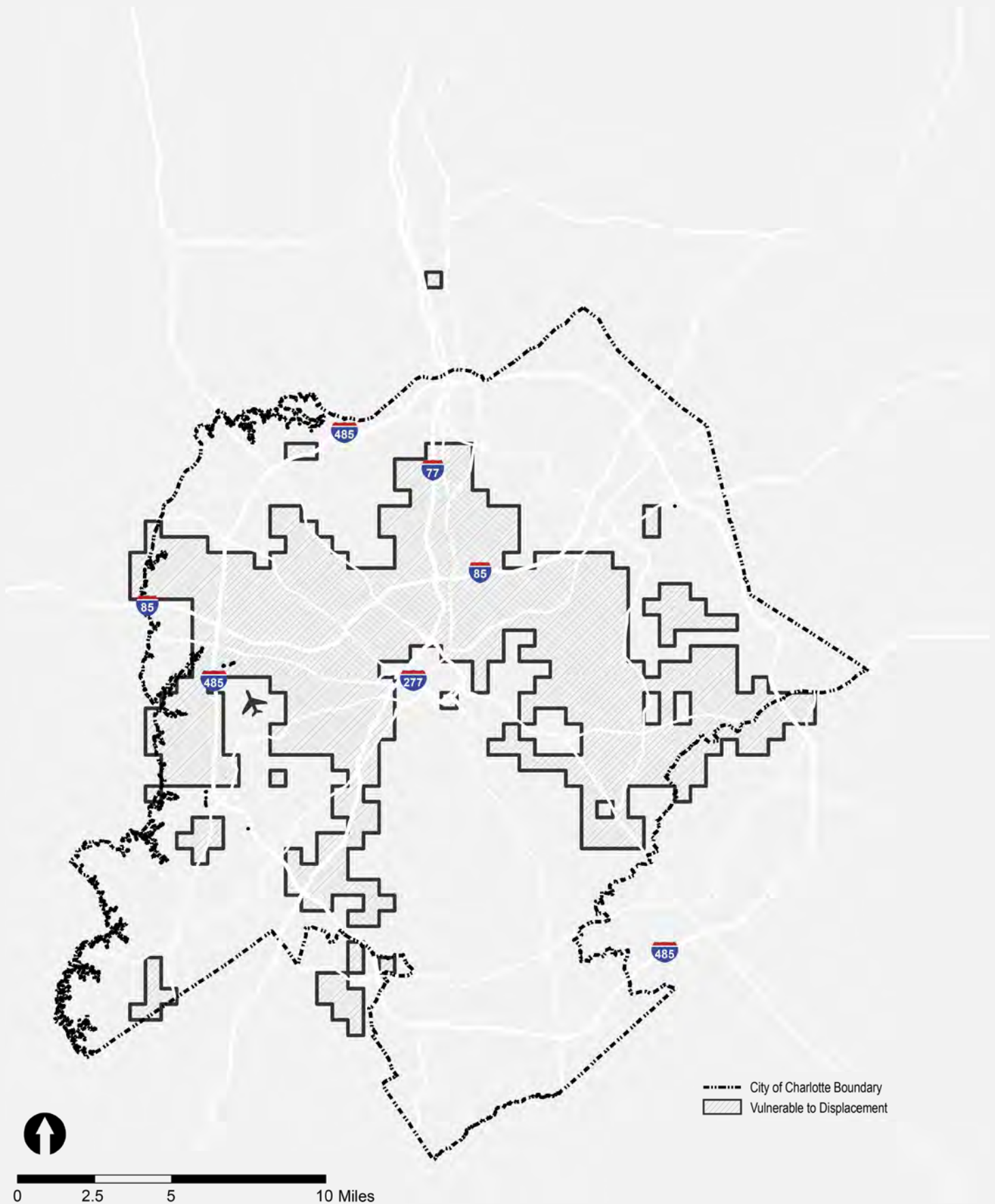Map at left: Non-White Population Compared to County

Higher Percent
Non-White Population
than County

- - - City of Charlotte Boundary

No

Yes

0   2.5   5   10 Miles

Age

Areas with a greater concentration of residents aged 65 or older are identified as potentially vulnerable. The map at right shows the age 65+ population by grid cell (based on 2018 ACS 5-year estimates by census tract, apportioned to grid cells).

Map at right: Percent Population Age 65+, 2018

Percent Population Over 65 Years Old

- - - City of Charlotte Boundary
- 0% to 5%
- 5% to 10%
- 10% to 15%
- 15% to 20%
- 20% to 25%
- 25% to 50%

0   2.5   5   10 Miles

Higher Percent
Population Over 65
Years Old or Less than
County

- - - - City of Charlotte Boundary
No
Yes

0   2.5   5   10 Miles

Age, Compared to County

Any area with a rate higher than the countywide rate of 10.6% were considered to be vulnerable, as shown in the map at left.

Map at left: Age 65+ Population Compared to County
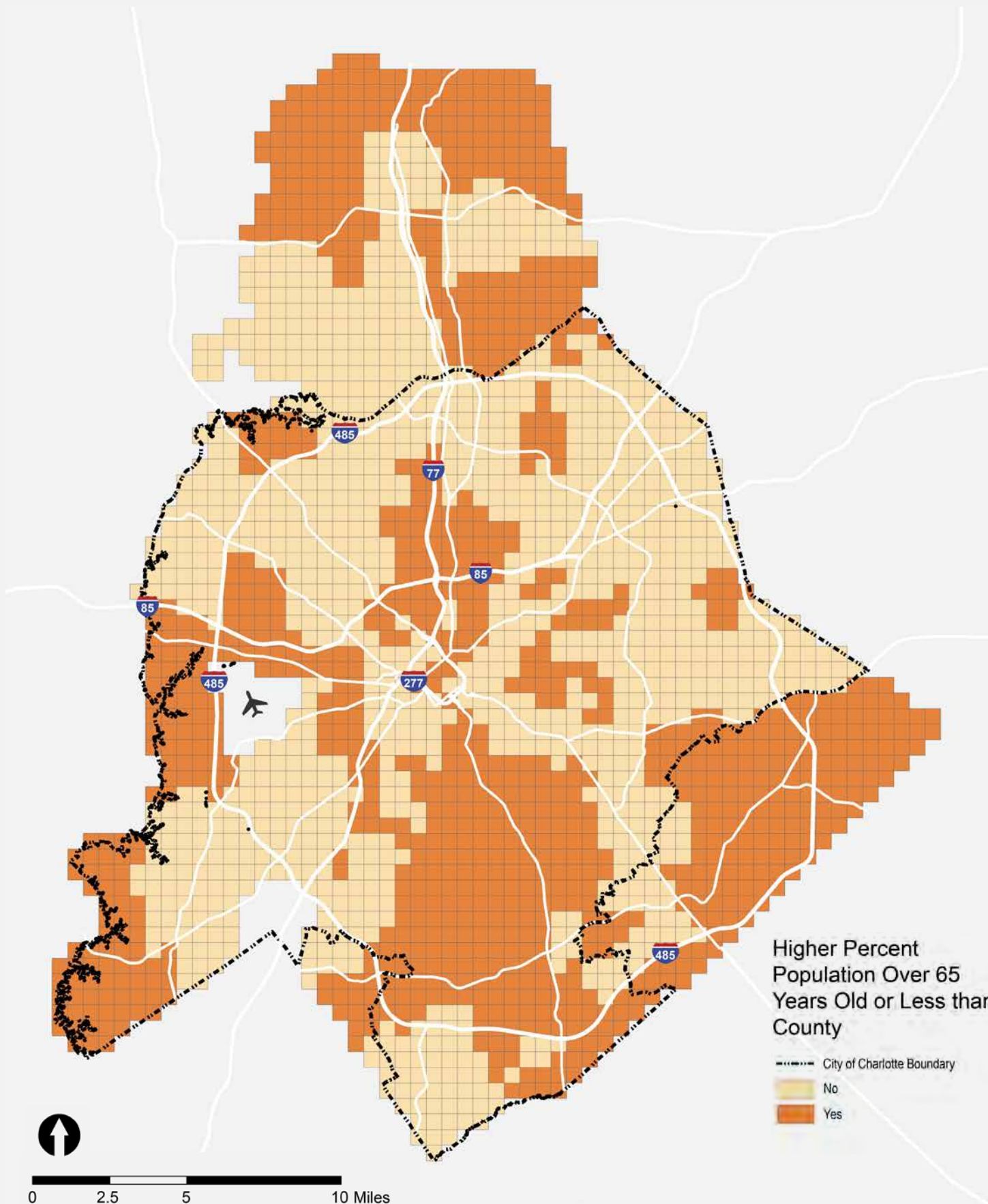
Vulnerability Overlay

Using the described metrics and taking the most vulnerable grid cells from the Vulnerability to Displacement map, the overlay shown in the map at right was applied to all the Equitable Growth Framework Maps.

Map at right: Areas Vulernable to Displacement Overlay

City of Charlotte Boundary
Vulnerable to Displacement

0   2.5   5   10 Miles

Access to Essential Amenities, Goods, and Services

---- City of Charlotte Sphere of Influence boundary

▨ vulnerable to displacement

least access ——— most access

0   2.5   5   10 Miles

EQUITY METRIC #1: ACCESS TO ESSENTIAL AMENITIES, GOODS AND SERVICES

Building on the Equity Atlas developed in Phase 1 of the Comprehensive Plan effort, a methodology for measuring access to essential amenities, goods and services has been developed to help identify areas where residents and businesses may not have access to essential amenities, goods and services. The measuring of access to essential amenities, goods and services is closely linked to the bigger Plan concepts related to complete communities and 10-minute neighborhoods. The metrics to measure access to essential amenities, goods and services will primarily utilize data associated with the Charlotte/Mecklenburg Quality of Life Explorer (QLE) tool that looks at the social, housing, economic, environmental and safety conditions in Charlotte and Mecklenburg County. The following measures are proposed to measure access to essential amenities, goods and services.

Access to essential amenities, goods and services is analyzed using seven measures:

- Proximity to Childcare and Early Childhood Education;

- Proximity to Parks, Open Space and Trails;

- Proximity to Community Facilities;

- Proximity to Fresh Food;

- Proximity to Health Care & Pharmacies;

- Proximity to Financial Services; and
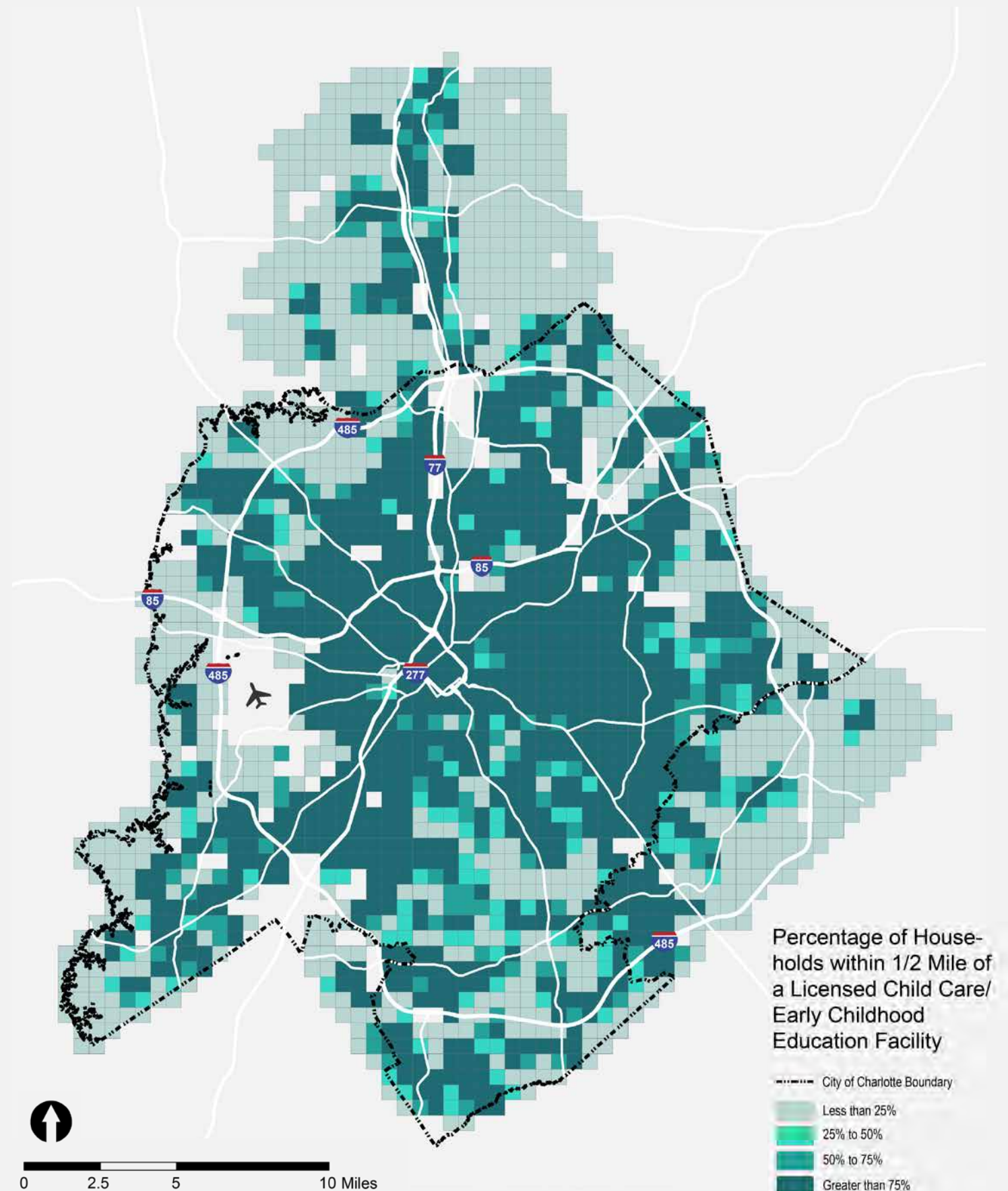
- Access to Internet Service.

Data: Grid cells that meet the "opportunity" criteria for each of the 7 metrics are scored with a 1, while those that do not meet the criteria receive a 0. Scores are added to create a final Access to Essential Amenities, Goods, and Services score. The primary housing data source is Mecklenburg County tax parcel data (2019). Data is reported at the parcel level and aggregated to grid cells based on the centroid location of the parcel. The amenities, good and services data is from a variety of sources and is outlined in the data inventory.

Proximity to Childcare and Early Childhood Education

This measure examines proximity of households across Charlotte to licensed childcare/early childhood education facilities. Areas with more than 50% of households within ½ mile of a licensed childcare/early childhood education facilities are considered to have equitable access.

Map at right: Percentage of Households within ½ mile of Licensed Childcare/Early Childhood Education Facility

Percentage of Households within 1/2 Mile of a Licensed Child Care/ Early Childhood Education Facility

- - - City of Charlotte Boundary
Less than 25%
25% to 50%
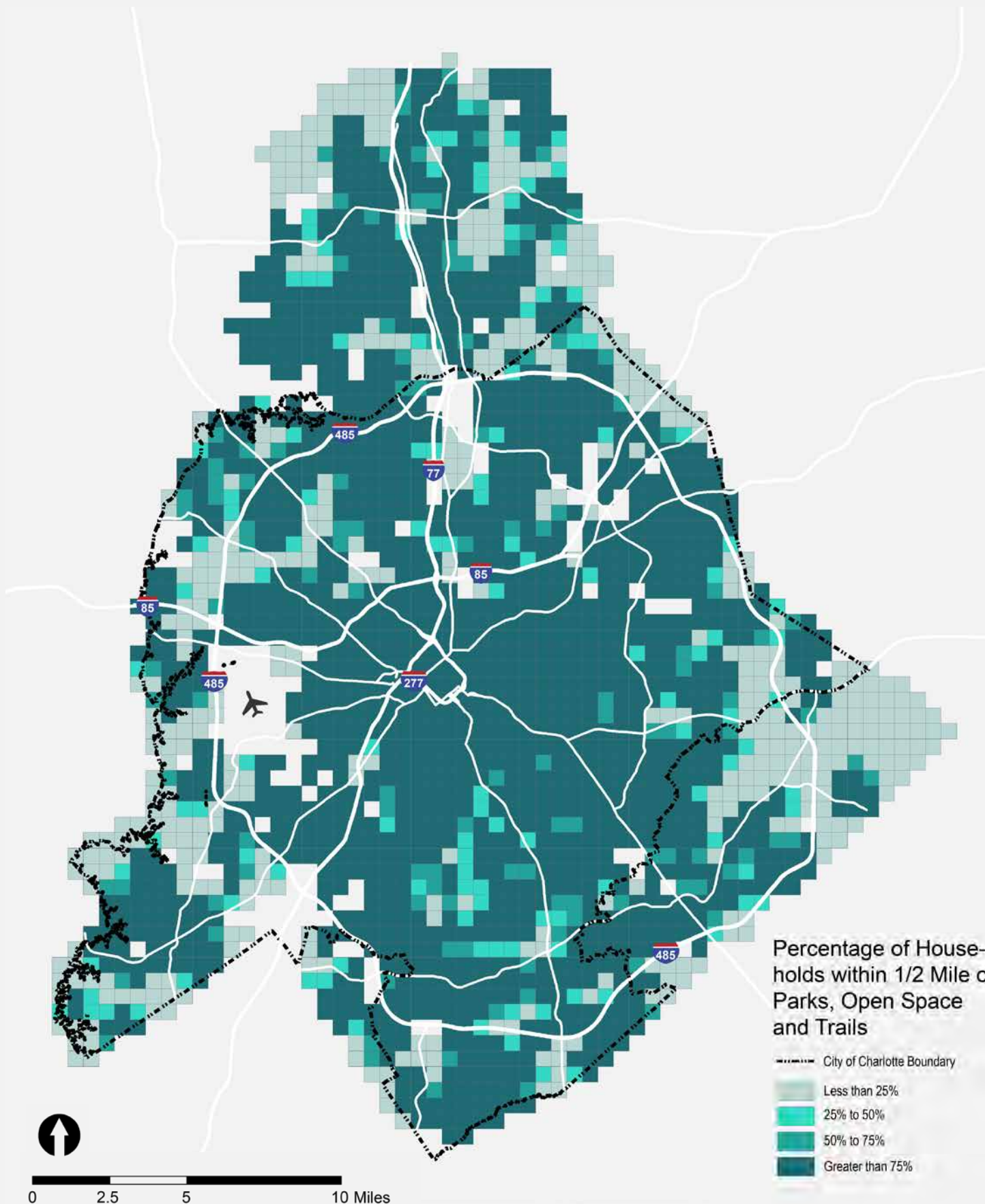50% to 75%
Greater than 75%

0   2.5   5   10 Miles

Proximity to Parks, Open Space and Trails

This measure examines the proximity of households across Charlotte to outdoor recreational opportunities. Areas with more than 50% of households within ½ mile of parks, greenway, open space or schools are considered to have equitable access.

Map at left: Percentage of Households within ½ mile of Childcare and Early Childhood Education
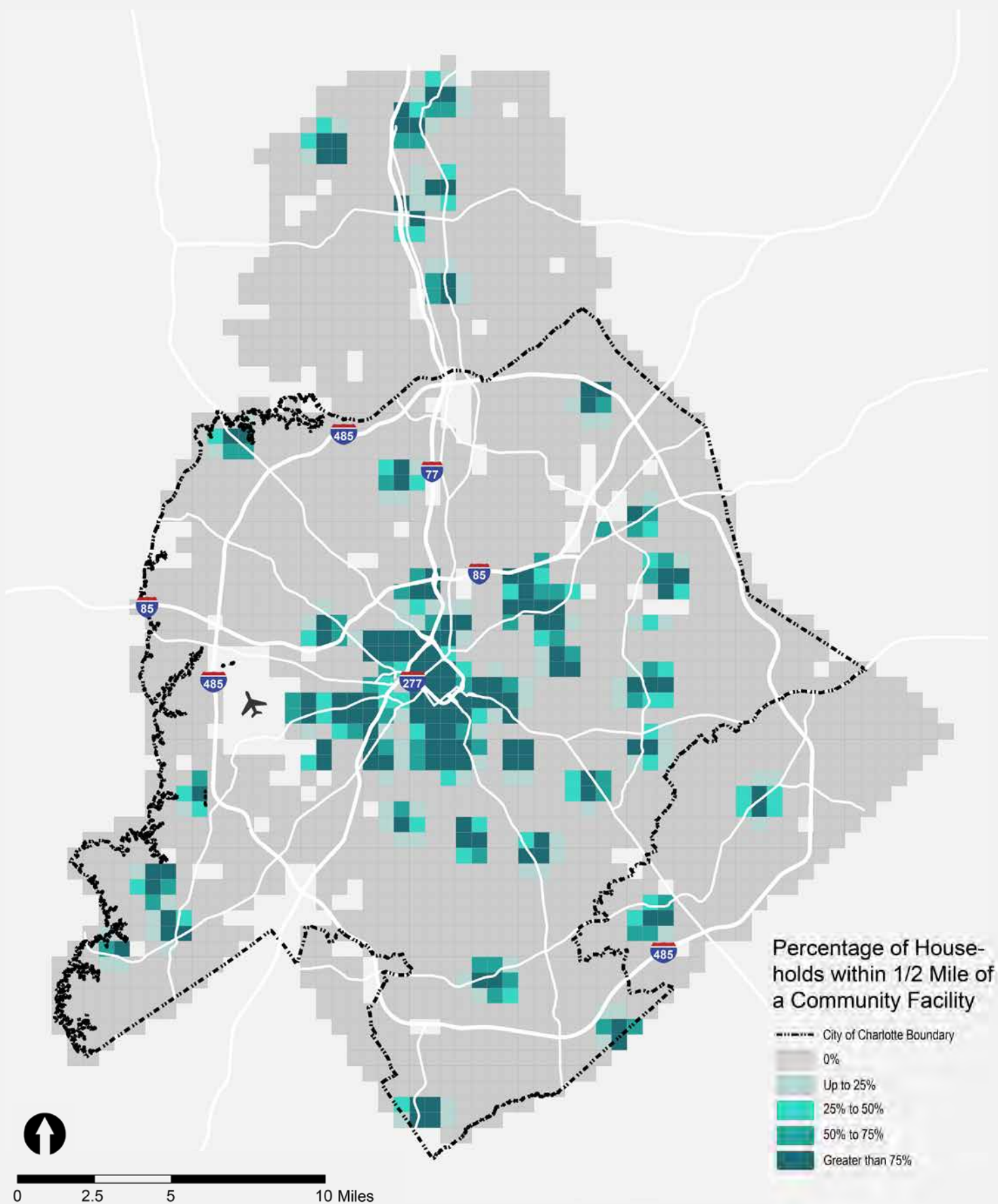
Percentage of House-holds within 1/2 Mile of Parks, Open Space and Trails

- - - City of Charlotte Boundary

Less than 25%

25% to 50%

50% to 75%

Greater than 75%

0   2.5   5   10 Miles

Proximity to Community Facilities

This measure examines the proximity of households across Charlotte to community facilities and amenities. Areas with over 50% percent of households within ½-mile of libraries, recreation centers, senior centers, nature centers, or indoor rental facilities are considered to have equitable access.

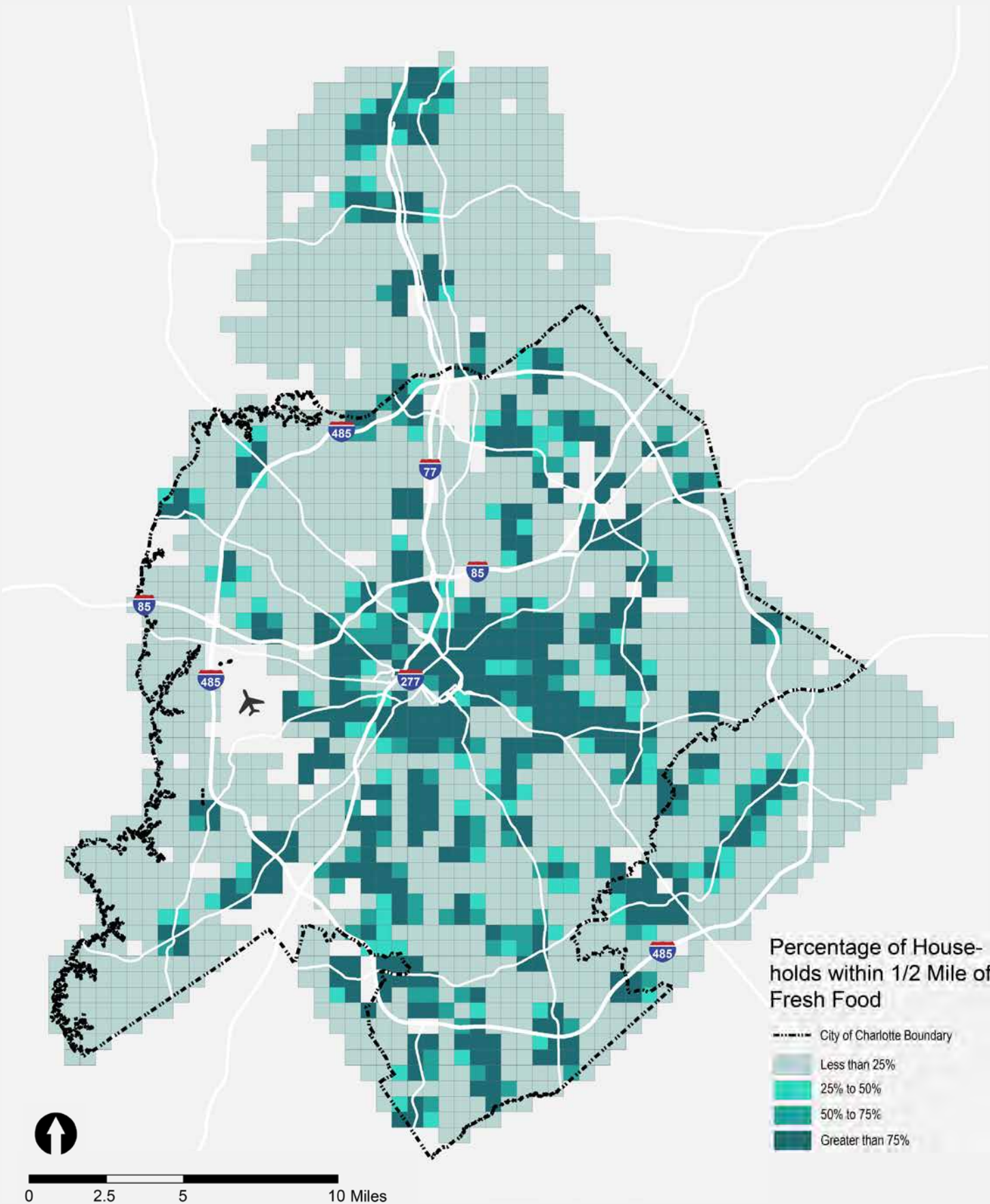Map at right: Percentage of Households within ½ mile of Community Facilities

Percentage of House-holds within 1/2 Mile of a Community Facility

- ▪▪▪▪ City of Charlotte Boundary
- 0%
- Up to 25%
- 25% to 50%
- 50% to 75%
- Greater than 75%

0   2.5   5   10 Miles

Proximity to Fresh Food

This measure examines the proximity of households across Charlotte to healthy, fresh food options to assess equitable access. Areas with more than 50% of households within ½ mile of grocery stores, farmers markets, or community gardens are considered to have equitable access.

Map at left: Percentage of Households within ½ mile of Fresh Food Options
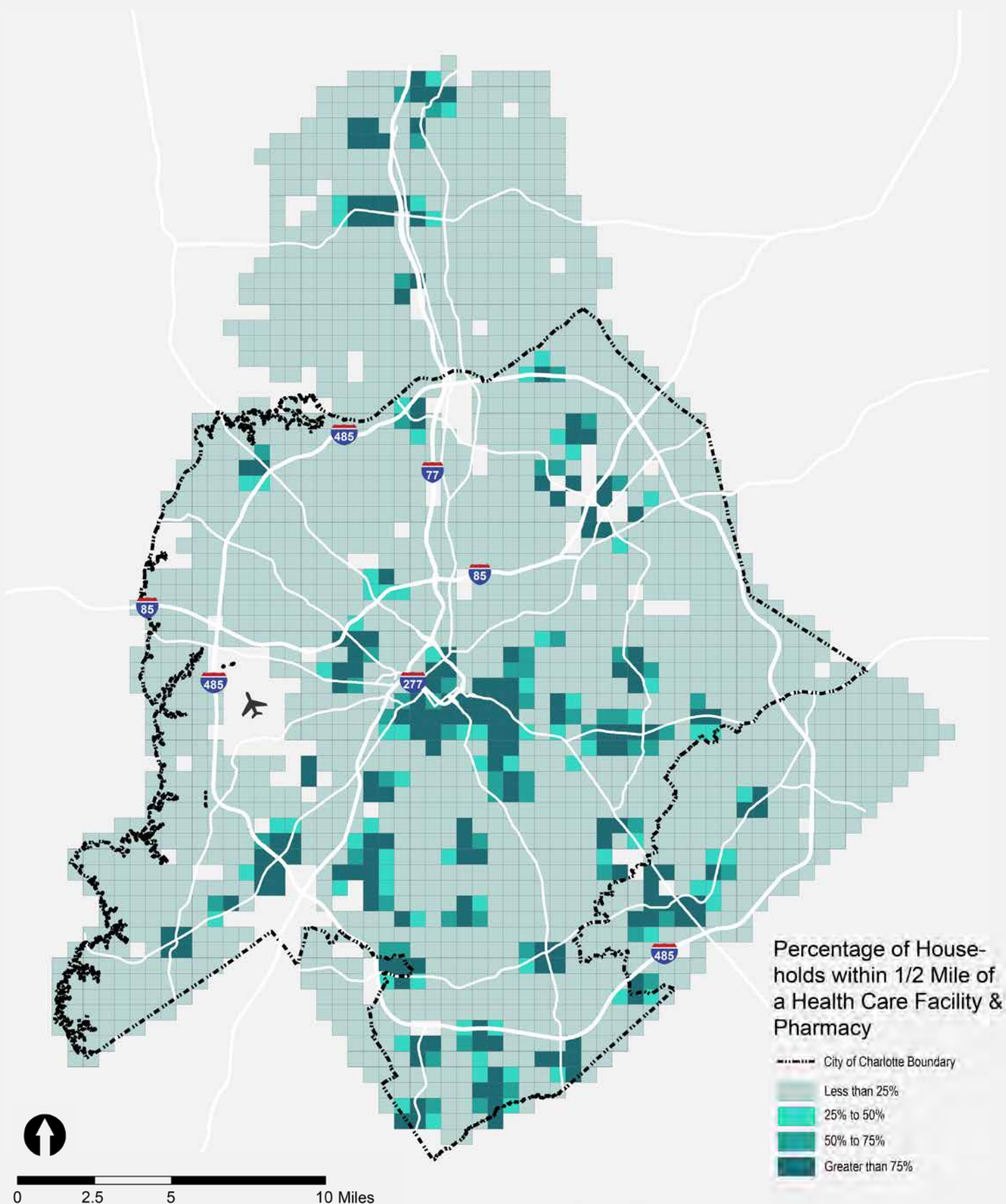
Percentage of Households within 1/2 Mile of Fresh Food

- ▪▪▪ City of Charlotte Boundary
- Less than 25%
- 25% to 50%
- 50% to 75%
- Greater than 75%

0   2.5   5   10 Miles

Proximity to Health Care & Pharmacies

This measure examines the proximity of households across Charlotte to health care facilities and pharmacies. Areas with more than 25% of households within ½ mile of a healthcare facility and a pharmacy are considered to have equitable access.

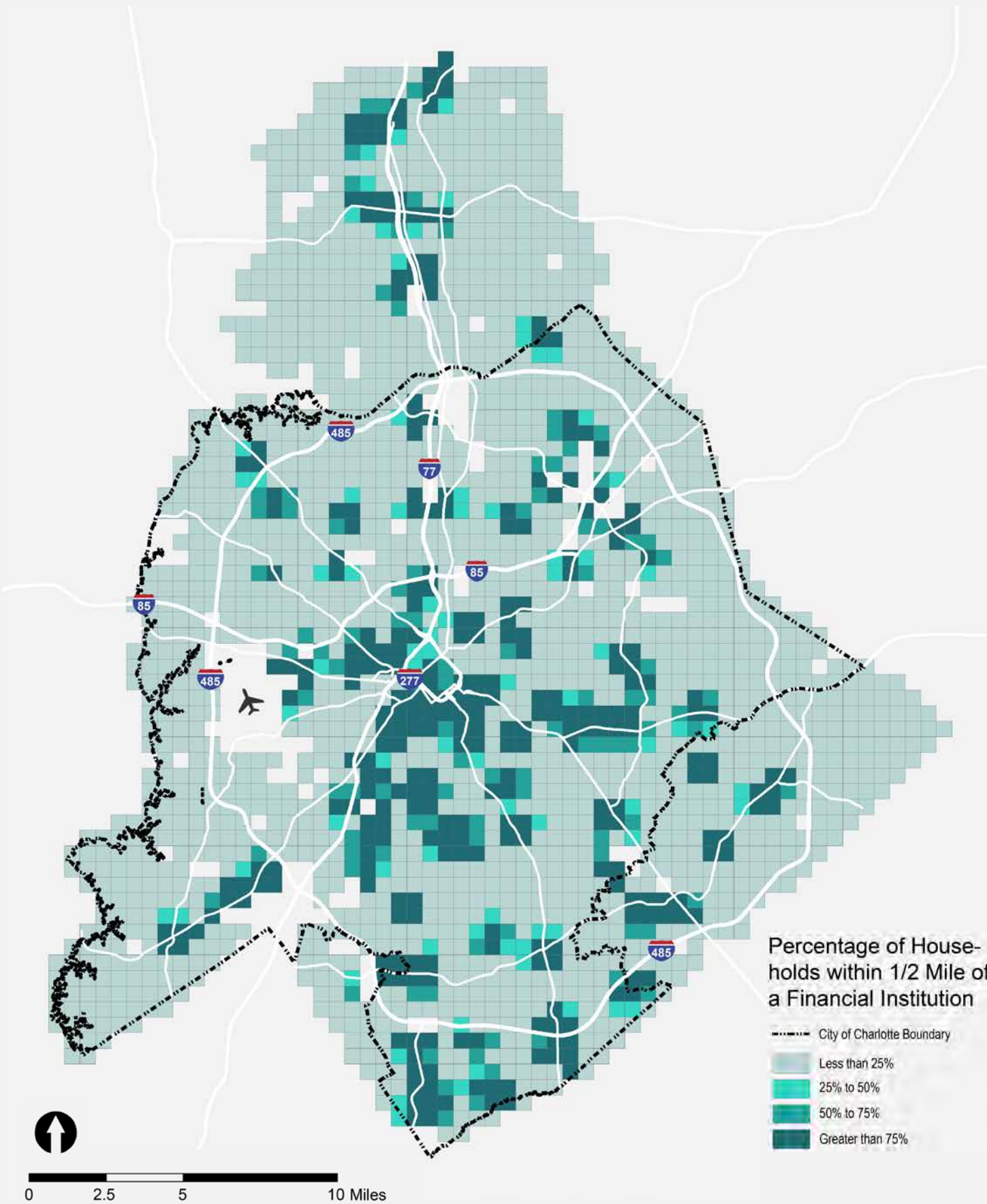Map at right: Percentage of Households Within 1/2 mile of Health Care Facilities and Pharmacies

Percentage of House-holds within 1/2 Mile of a Health Care Facility & Pharmacy

- ···· City of Charlotte Boundary
- Less than 25%
- 25% to 50%
- 50% to 75%
- Greater than 75%

0   2.5   5   10 Miles

Percentage of House-
holds within 1/2 Mile of
a Financial Institution

- - - - City of Charlotte Boundary

Less than 25%

25% to 50%

50% to 75%

Greater than 75%

0   2.5   5   10 Miles

Proximity to Financial Services

This measure examines the proximity of households across Charlotte to banks and credit unions. Areas with more than 50% of households within ½ mile of a bank or credit union are considered to have access to financial services.

Map at left: Percentage of Households Within 1/2 mile of a Financial Institution

Access to Internet Service

Thiis measure examines the percentage of households across Charlotte with internet connectivity. Areas with more than 75% of households with internet access are considered to have equitable internet access.

Map at right: Percentage of Households with an Internet Subscription

Percentage of Households with an Internet Subscription

- - - - - City of Charlotte Boundary
Less than 25%
25% to 50%
50% to 75%
Greater than 75%

0   2.5   5   10 Miles
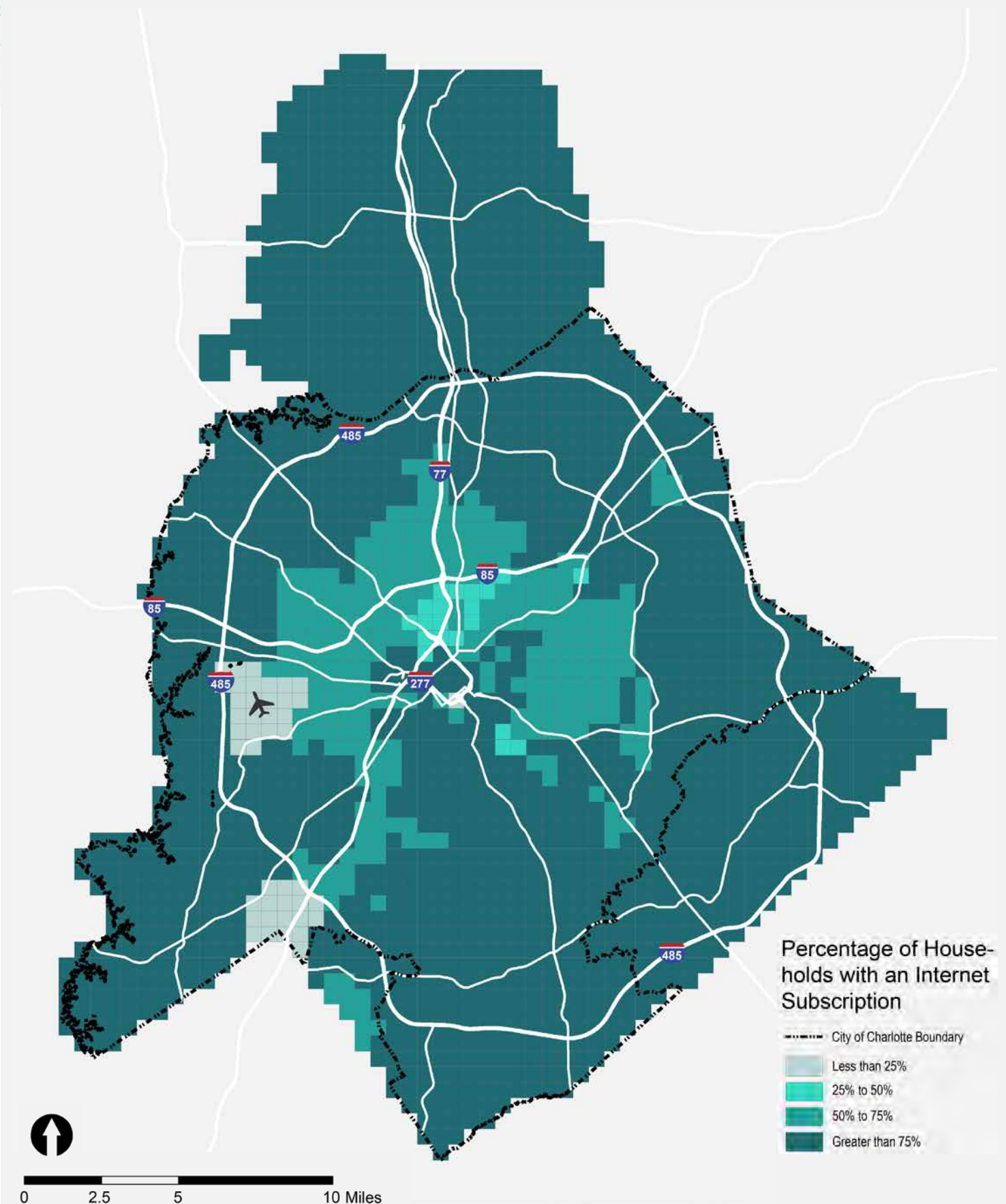
EQUITY METRIC #2: ACCESS TO HOUSING OPPORTUNITY

The Access to Housing Opportunity index identifies areas where the housing stock does not provide opportunities for all residents to live. Housing Opportunity, for the purposes of this analysis, is defined as the ability for residents of all income, household compositions, and life stages to access housing options that meet their needs and economic conditions.

Access to housing opportunity is analyzed using six measures:

- Housing Unit Diversity;
- Housing Cost;
- Housing Size;
- Subsidized Housing;
- Tenure; and
- Level of (Re)Investment.

Data: Grid cells that meet the "opportunity" criteria for each of the 6 metrics are scored with a 1, while those that do not meet the criteria receive a 0. Scores are added to create a final Access to Housing Opportunity score. The primary housing data source is Mecklenburg County tax parcel data (2019). Additional data includes building permits (Mecklenburg County, 2017-2019), rental housing (apartment) properties (City of Charlotte, 2020), subsidized housing units (units with development-based rental assistance, Quality of Life Explorer, 2017), and household income (US Census, 2018).

Access to Housing Opportunity

- - - - City of Charlotte Sphere of Influence boundary

▨ vulnerable to displacement

least access ▬▬▬▬▬▬ most access
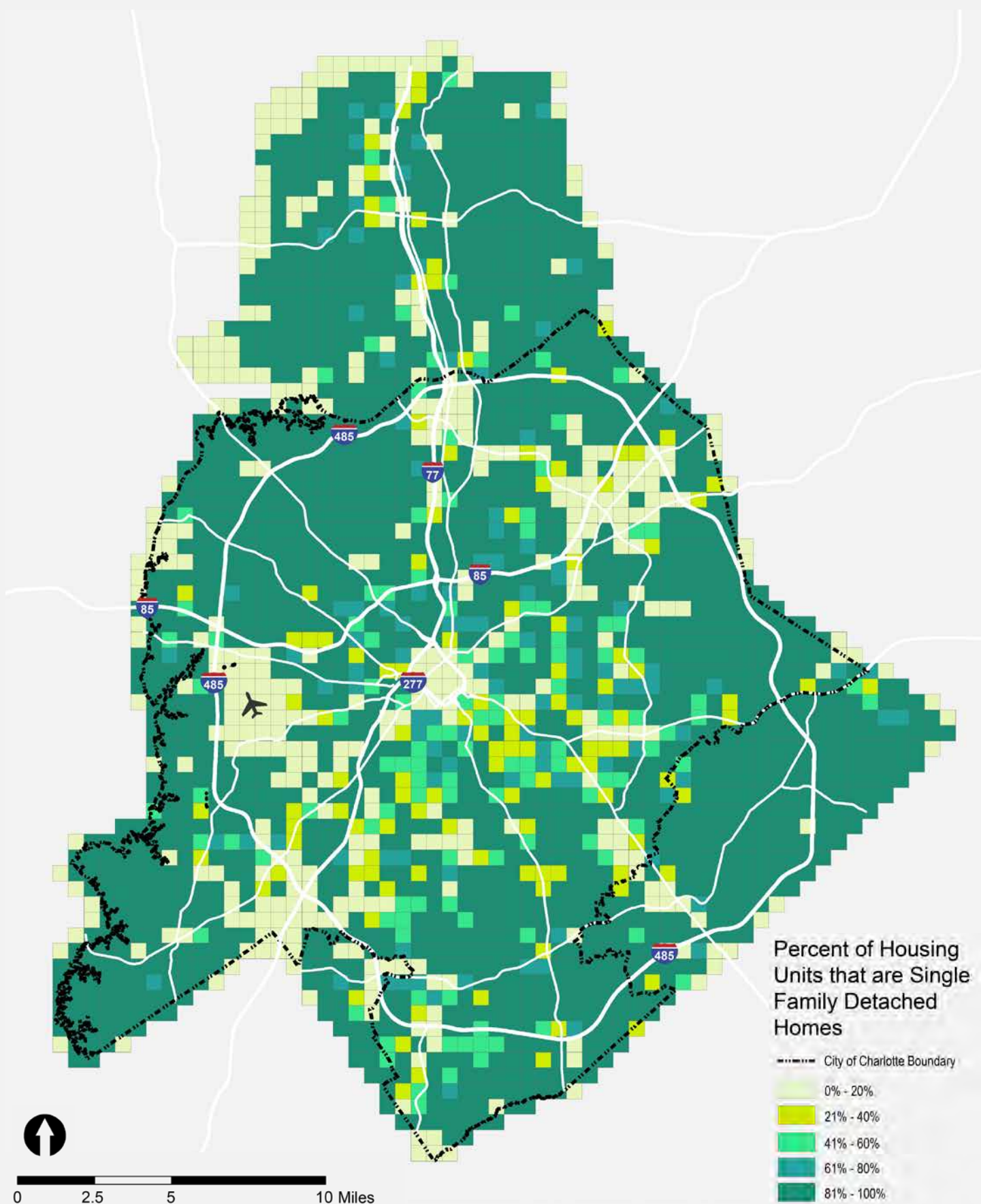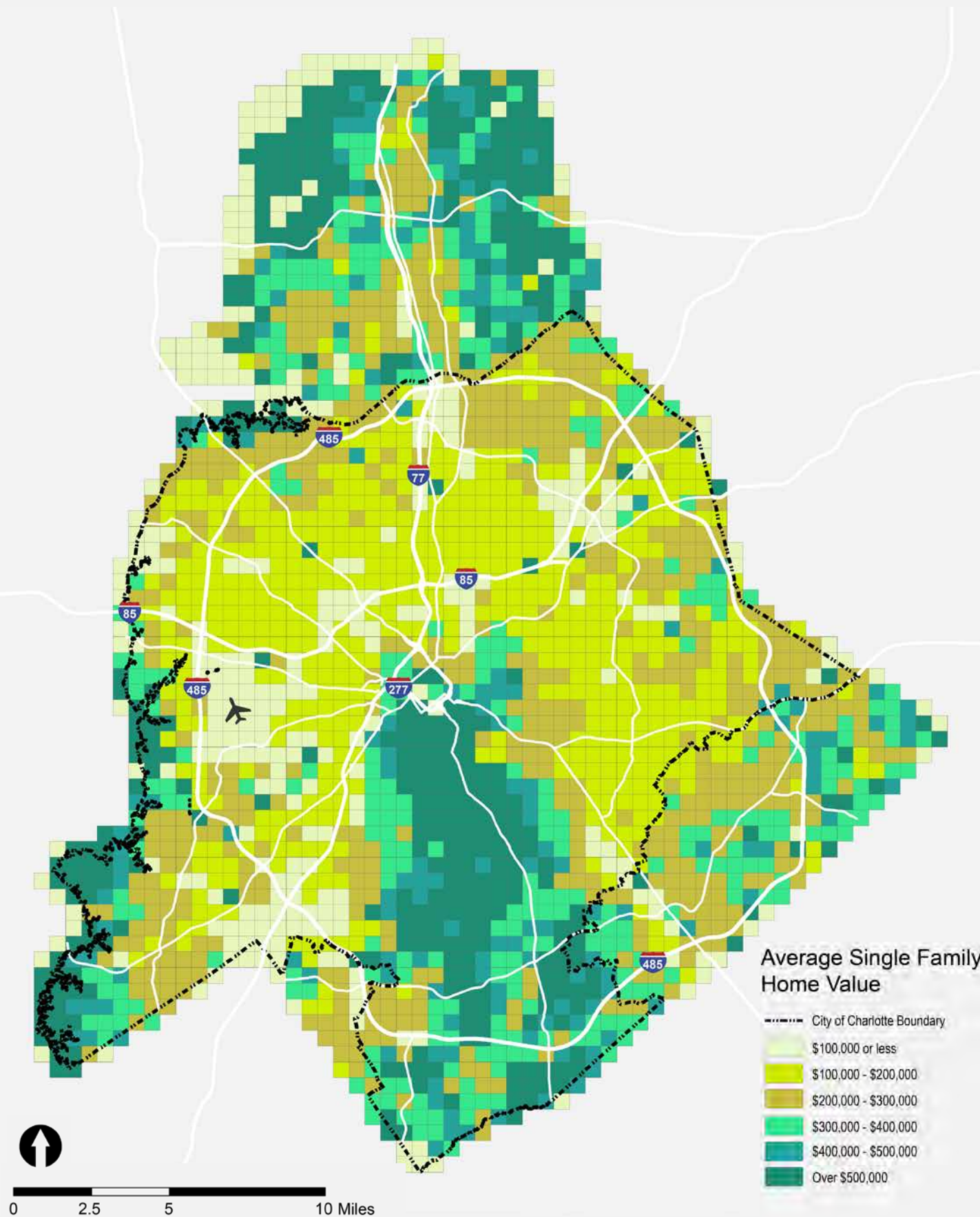
0   2.5   5   10 Miles
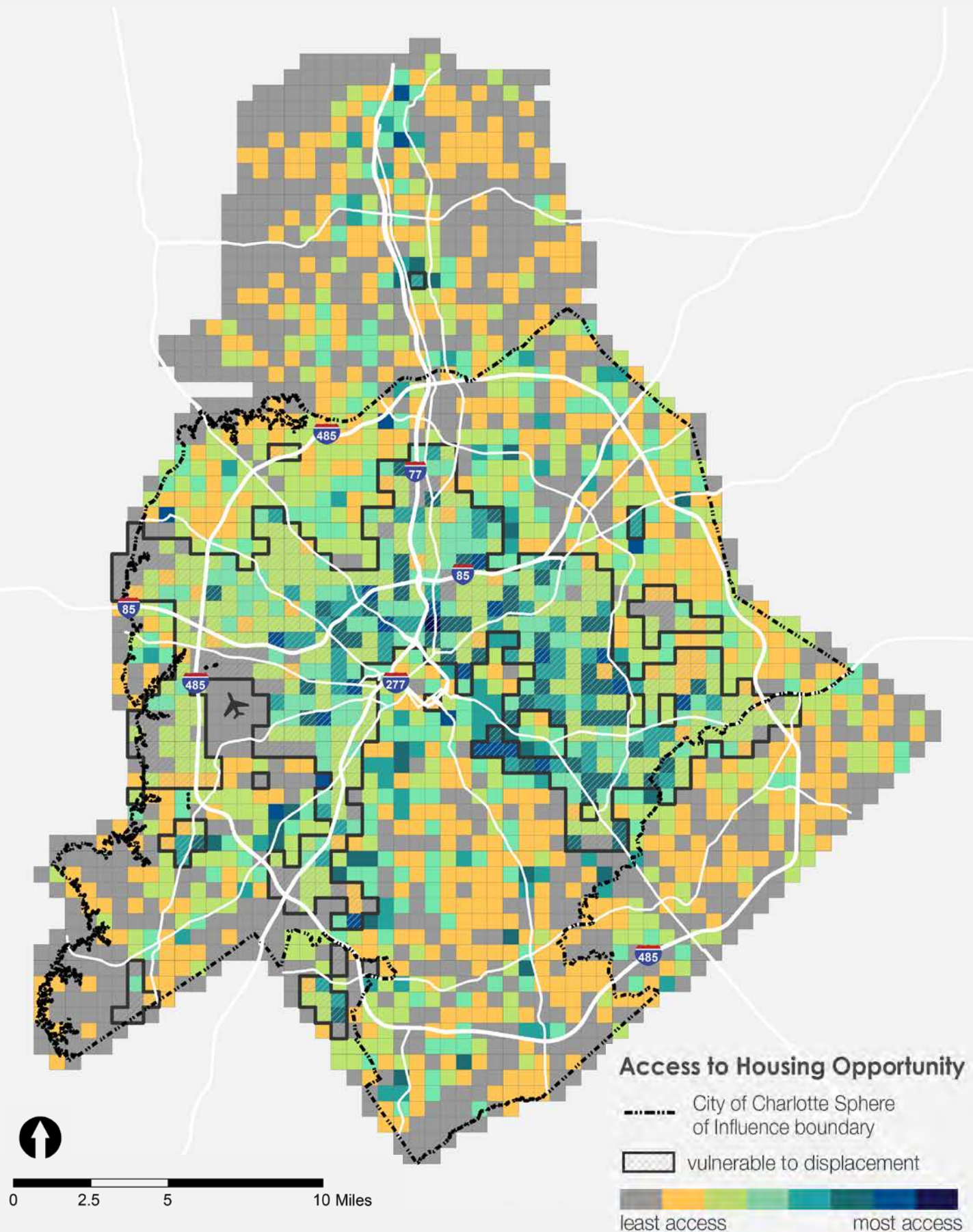
Housing Unit Diversity

This measure examines the mix of housing types in an area through the percentage of housing units that are single family detached homes. Areas that are primarily comprised of single family detached homes and areas that have relatively few single family detached homes are considered to have less opportunity than areas with a mix of unit types. As shown in the map at right, the center city and the area around UNC Charlotte have comparatively few single family detached homes (20 percent or less of the housing stock), while in much of the city these homes account for over 80 percent of homes. Areas with between 20% and 80% of housing units single family detached are considered to have a diversity of housing units.

Map at right: Single Family Detached Homes as Percent of Housing Units

Percent of Housing Units that are Single Family Detached Homes

- ------- City of Charlotte Boundary
- 0% - 20%
- 21% - 40%
- 41% - 60%
- 61% - 80%
- 81% - 100%

0   2.5   5   10 Miles

Average Single Family Home Value

- – - City of Charlotte Boundary
- $100,000 or less
- $100,000 - $200,000
- $200,000 - $300,000
- $300,000 - $400,000
- $400,000 - $500,000
- Over $500,000

0   2.5   5   10 Miles

Housing Cost

This measure examines the average housing costs in an area relative to the affordable housing cost for a household earning the citywide median household income for renter households. The median income for renter households in the City of Charlotte in 2018 (the most recent year of data) was $47,650, far lower than the overall median of $60,760 and the homeowner median of $80,380. Utilizing the renter median income highlights the areas that currently offer the most and least access to affordable housing options. Areas with homes that are affordable to the citywide median-earning renter household are considered to have access to housing opportunity. **Housing cost includes three sub-metrics: cost for ownership housing; affordability; and cost for rental housing.**

For ownership housing, this compares the income required to afford the average home (measured by the average value of single family detached homes) in a grid cell to the citywide median income to determine whether homes in the area are affordable to the median-earning renter household, examining the opportunity for households that are currently renting to purchase a home. Cost calculations assume a 30-year loan with 5% down and 4% interest, and account for annual insurance, property tax, and other miscellaneous (e.g. HOA dues) costs. The map at left shows the existing distribution of home values for single family homes (detached, townhome, duplex, and triplex). This reinforces the crescent and wedge pattern seen in other data in the city, emphasizing the concentration of home values in certain areas.
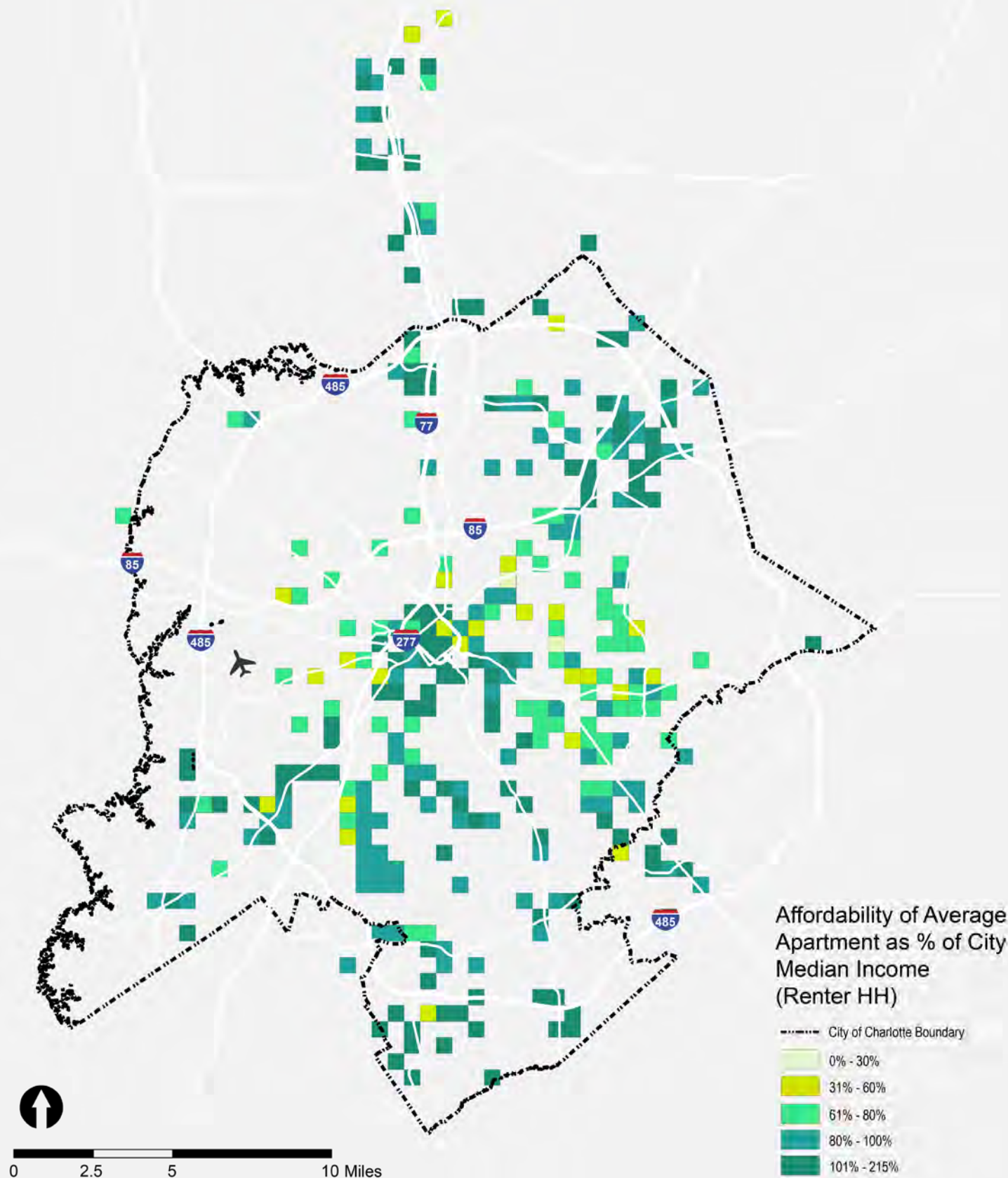
Map at left: Average Single Family Home Value (Detached, Townhome, Duplex/Triplex)

The map at right shows the percent of single family homes in a grid cell that are **affordable to a household** earning the median renter household income. As shown, affordable single family homes are concentrated in the "crescent" of the city; while this is an indicator of opportunities for households currently renting their homes to afford the purchase of a home, it should be noted that it is also an indicator of historic investment and policy decisions. The vulnerability analysis (presented further on in this document) that will be used as an overlay to the opportunity areas will help inform the types of policies and strategies that will be most useful to utilize these results with consideration to both existing populations and future growth. For this opportunity metric, areas where over 30% of single family homes are affordable are considered to have access to housing opportunity.

Map at right: Percent of Single Family Homes Affordable to a Household Earning the City Median for Renters

Percent of Single Family Homes Affordable to City Median Income (Renter HH)

- 0% - 10%
- 11% - 30%
- 31% - 50%
- 51% - 75%
- 76% - 90%

0   2.5   5   10 Miles

Affordability of Average
Apartment as % of City
Median Income
(Renter HH)

--- City of Charlotte Boundary
0% - 30%
31% - 60%
61% - 80%
80% - 100%
101% - 215%

0   2.5   5   10 Miles
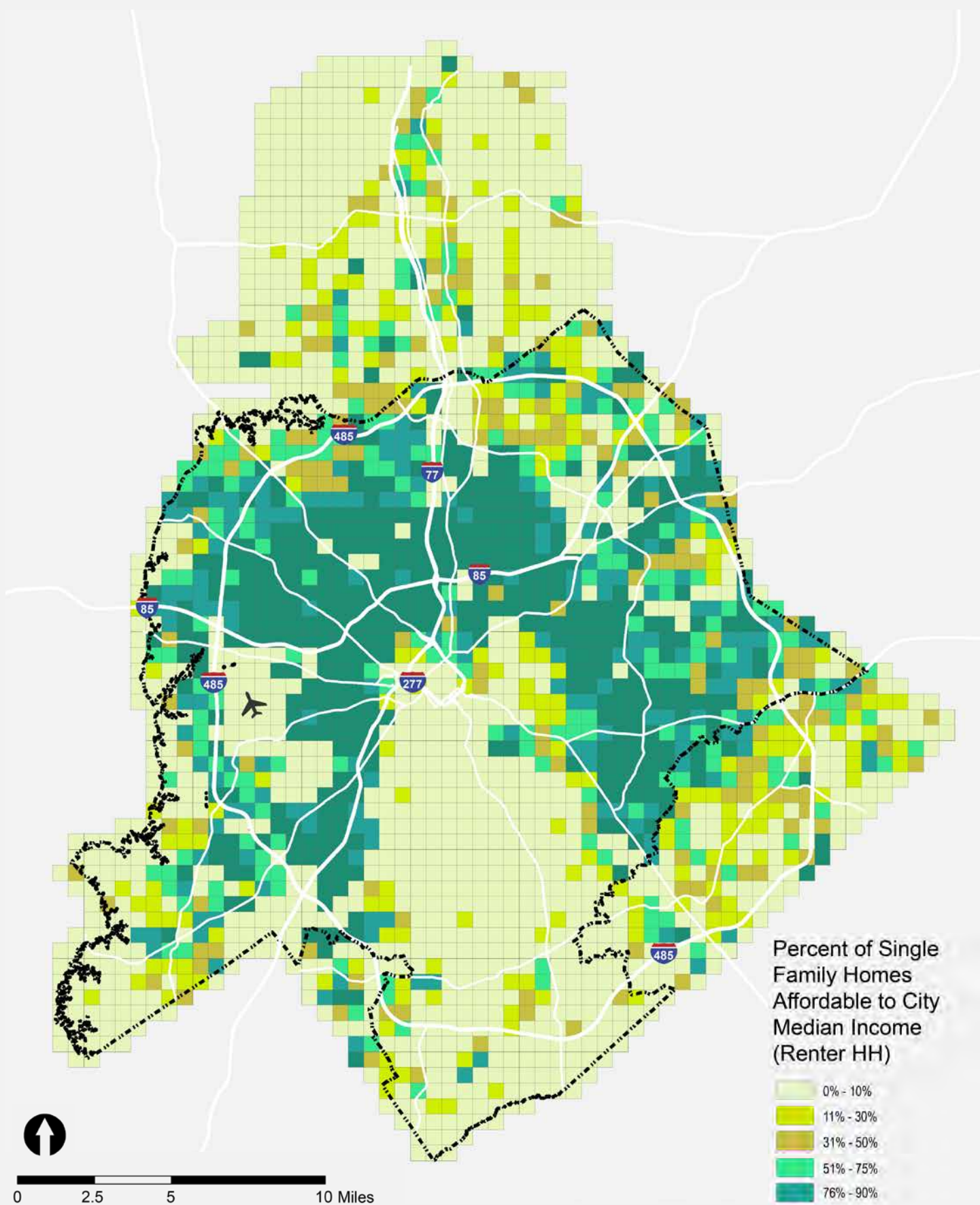
For rental housing, this metric compares the income required to afford the average per-unit rent in a grid cell to the citywide median income for renter households to determine whether rental units in the area are affordable to the median-earning household. Affordability calculations assume 30% of income spent on rent. Map at left shows the income required to afford the average apartment rent in a grid cell as a percentage of the city median income (note that due to data limitations, rental rates are not available for every property; however, properties missing rent information are geographically dispersed throughout the region, minimizing the impacts on the overall metric). As shown, apartments in the center city, near UNC Charlotte, and along major corridors are less affordable, requiring a household to earn at least the median renter income ($47,650). Areas that are affordable to households earning less than 100% of the citywide median renter income are considered to have access to opportunity.

Map at left: Income Required to Afford Average Apartment Rent, as Percent of City Median for Renters
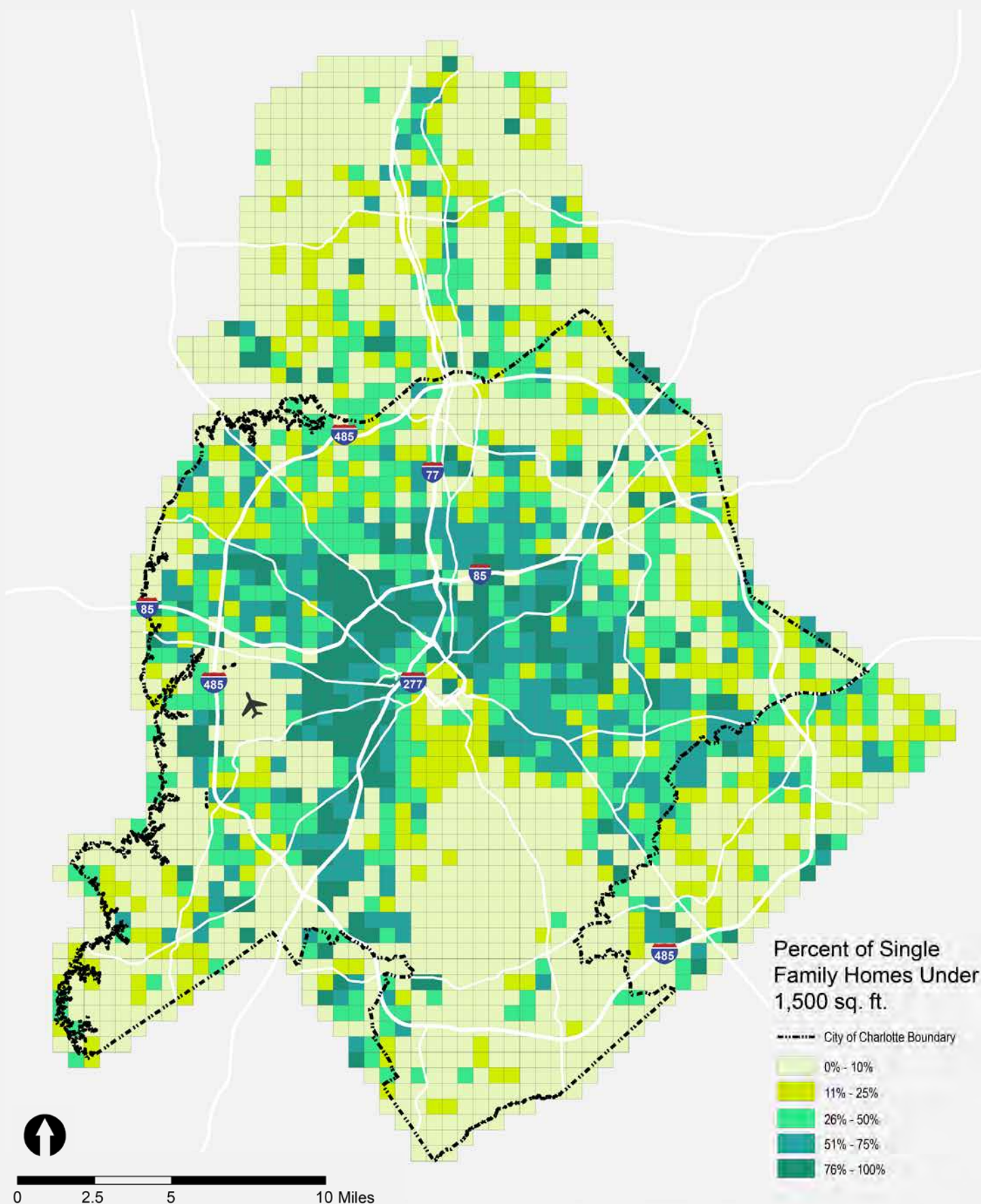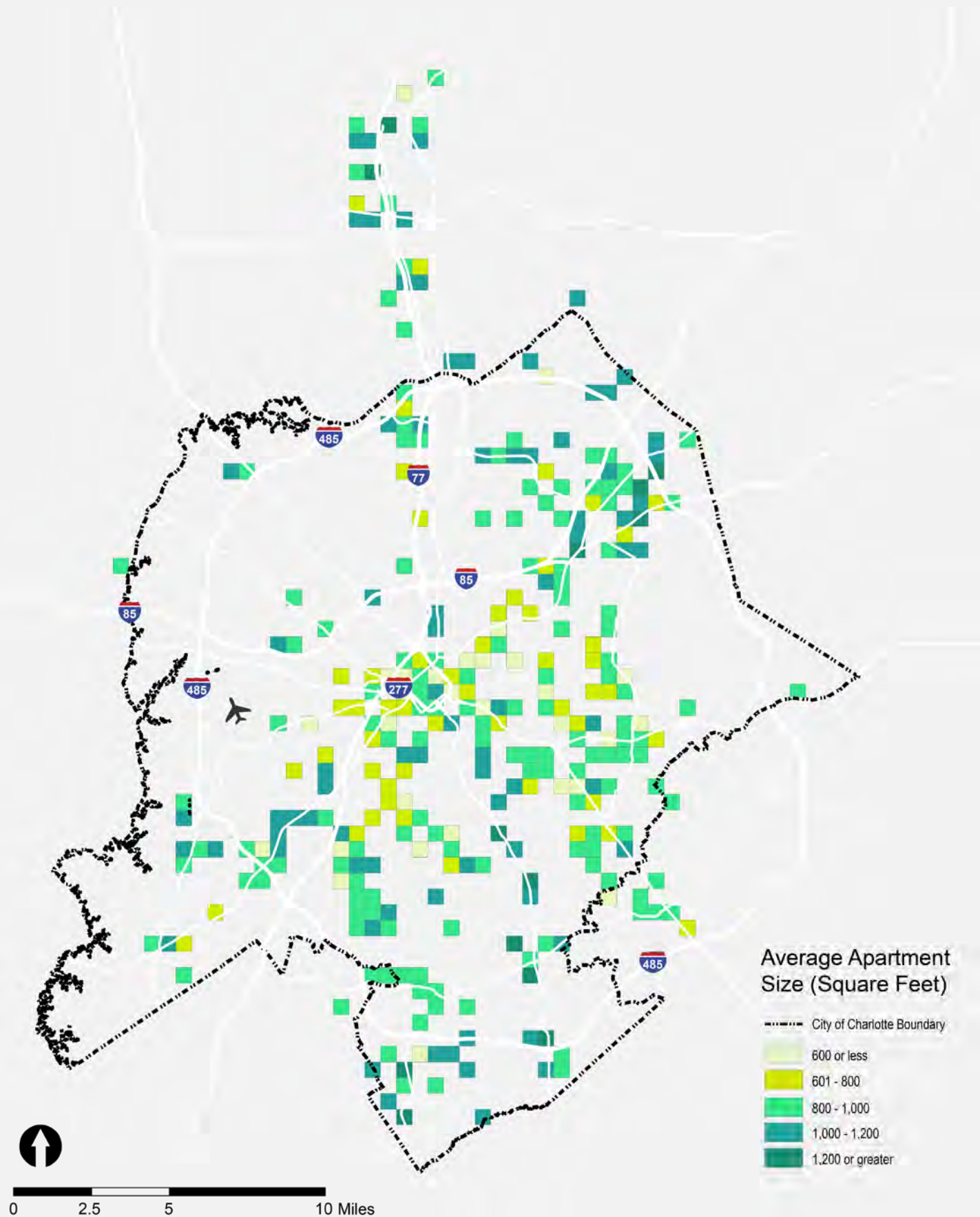
Housing Size

This measure examines the average size of housing units in an area to identify areas with options for a diversity of homeownership (i.e. smaller single family detached homes) and family-size rental units (i.e. larger apartments). Areas with access to these housing options are considered to have access to housing opportunity. **Housing size includes two sub-metrics: size of ownership housing; and size of rental housing.**

For ownership housing, this is measured using the average heated square footage of single family homes in the area. For this metric, single family homes include detached, townhomes, and duplex/triplex homes. As shown in the map at right, smaller homes are more prevalent in the "crescent" to the north of the center city. A home under 1,500 square feet in size is considered an indicator of a housing stock that provides opportunities for a diversity of homeowners (e.g. first-time buyers, individuals, young couples/families, older people looking to downsize) and grid cells where over 25% of homes are under 1,500 square feet are considered to have access to opportunity.

Map at right: Percent of Single Family (Detached, Townhome, Duplex/Triplex) Homes Under 1,500 Square Feet

Percent of Single Family Homes Under 1,500 sq. ft.

- - - - - City of Charlotte Boundary
0% - 10%
11% - 25%
26% - 50%
51% - 75%
76% - 100%

0   2.5   5   10 Miles

Map at left: Average Apartment Size, by Building (2020)

Average Apartment Size (Square Feet)

- — ·· — City of Charlotte Boundary
- 600 or less
- 601 - 800
- 800 - 1,000
- 1,000 - 1,200
- 1,200 or greater

0   2.5   5   10 Miles

For rental housing, this is measured using the average unit square footage of apartments in the area. As shown in the map at left, there is variation in average apartment size across the city, however in general smaller apartments are concentrated closer to the center city (note that this dataset only includes institutional apartment buildings, and those grid cells without buildings are not shown). This analysis assumes a 1,000 square foot is minimum for a 3-bedroom (family) apartment. Areas where the average unit size is greater than 1,000 square feet are considered to have a supply of family-oriented rental units.

Map at left: Average Apartment Size, by Building (2020)

Subsidized Housing

This measure examines the affordable housing available in an area through the presence of development-based rental assistance. This metric is based on the data underlying this measure in the Quality of Life Explorer, and includes properties with Low-Income Housing Tax Credits, public housing developments of the Charlotte Housing Authority, developments of the Charlotte-Mecklenburg Housing Partnership, developments with funding from the Charlotte Housing Trust Fund, developments with active Section 202 Direct Loans for housing for the elderly or handicapped, units with active Project-Based Rental Assistance Section 8 Contracts through the U.S. Department of Housing and Urban Development (HUD), and units with active HOME Rental Assistance subsidies through HUD. As shown in the map at right, these developments are relatively dispersed throughout the city. Areas where there is a presence of development-based rental assistance are considered to have access to housing opportunity.

Map at right: Presence of Development-Based Rental Assistance, 2017

Presence of Development-Based Rental Assistance

- - - - - - City of Charlotte Boundary
  No
  Yes

0   2.5   5   10 Miles

Multifamily Units as a Percentage of Total Housing Units

- - - City of Charlotte Boundary

0% - 10%

11% - 20%

21% - 40%

41% - 50%

51% - 60%

61% - 80%

81% - 100%

0   2.5   5   10 Miles
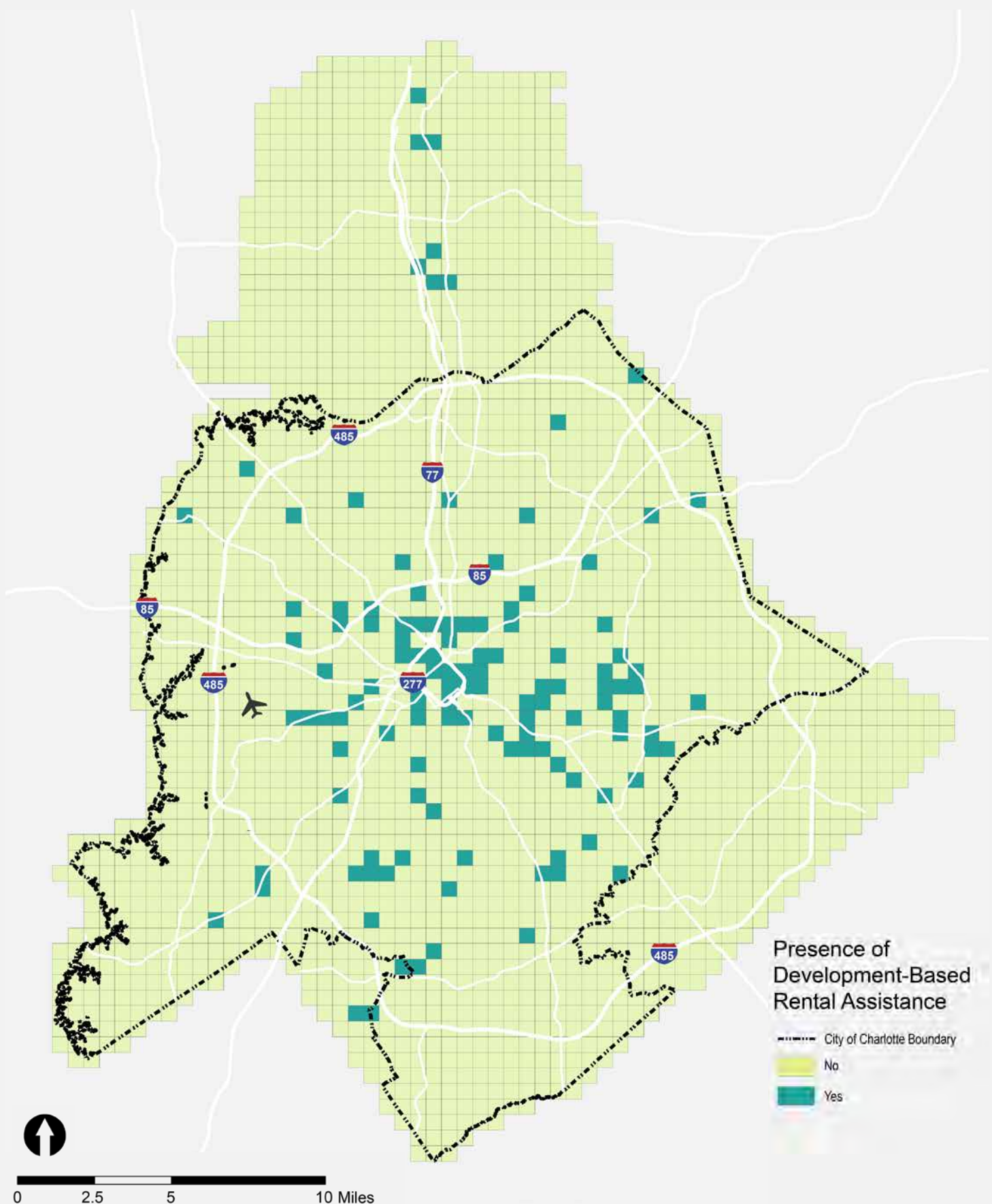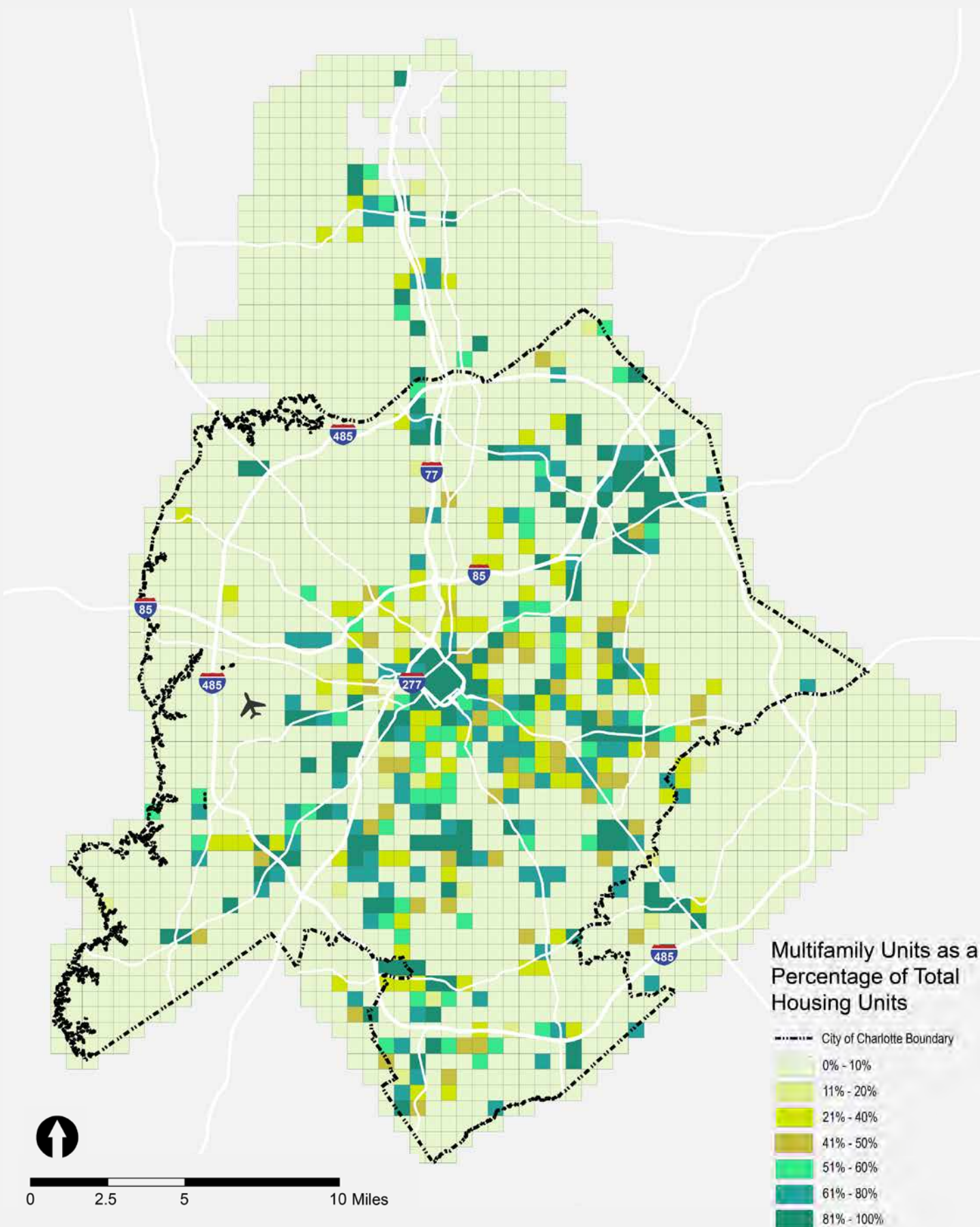
Tenure

This measure examines the mix of ownership and rental housing in an area. This is a parcel-based measure that (due to data constraints) assumes that "multifamily" units are rented and all others are owned. As shown in the map at left, in many areas of the city multifamily housing accounts for 10% of less of the housing inventory. For this metric areas with a mix of tenure are considered to have opportunity, and those grid cells where between 20% and 80% of housing units are multifamily are considered areas with housing opportunity.

Map at left: Multifamily Housing as a Percent of All Housing Units

Level of (Re)Investment

This measure examines the level of investment into the existing housing stock of an area in order to identify areas that are attracting investment at a rate that does not significantly change the age and composition of the housing stock. This is assessed based on the value of permits for new units and renovations (calculated as the average of the past 3 years to account for single year fluctuations). Areas where there are very low or very high levels of investment are considered to lack opportunity. As shown in the map at right, the per-permit value is higher to the south of the central city, as well as in pockets on the city edges, while there are many areas where the average level of investment per unit is less than $25,000. For this analysis, areas with an average per-permit cost of between $25,000 and $100,000 are considered to provide access to housing opportunity.

Map at right: Average Per-Unit Value of Residential Permits (2017-2019 Annual Average)

Average Annual Building Cost of Residential Permits

- City of Charlotte Boundary
- Less than $25,000
- $25,000 - $50,000
- $50,000 - $75,000
- $75,000 - $100,000
- Greater than $100,000

0   2.5   5   10 Miles
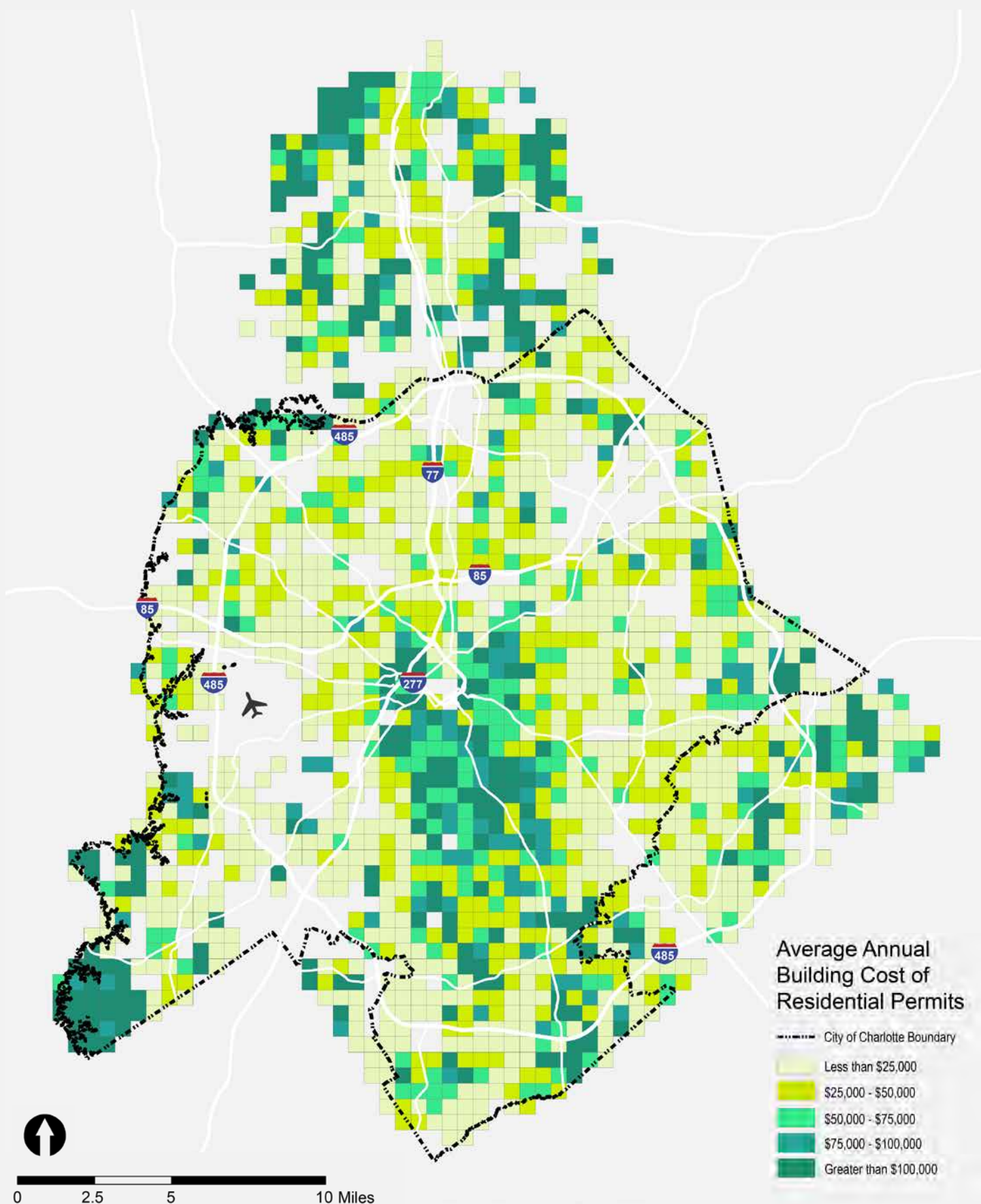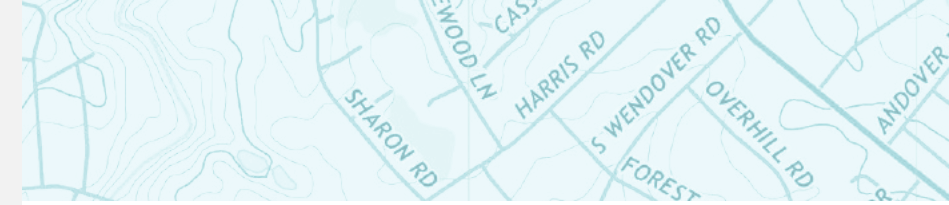
EQUITY METRIC #3: ACCESS TO EMPLOYMENT OPPORTUNITY

The access to employment opportunity index identifies areas with a lack of employment opportunities for residents. Employment Opportunity, for the purposes of this analysis, is defined as the ability for residents to live proximate to jobs that are attainable for a variety of residents and provide a living wage.

Access to Employment Opportunity is analyzed using five measures:

- Proximity to Employment;

- Employment in Commute Shed;

- Wage Levels;

- Middle Skill Jobs; and

- Knowledge Based Jobs.

Data: Grid cells that meet the "opportunity" criteria for each of the 5 metrics are scored with a 1, while those that do not meet the criteria receive a 0. Scores are added to create a final Access to Employment Opportunity score. All employment metrics are measured using US Census Longitudinal Employer-Household Dynamics (LEHD) employment data (2017). Data is reported at the Census Block level, and aggregated to grid cells based on the centroid location of each Block.

Access to Employment Opportunity

- - - - City of Charlotte Sphere of Influence boundary

▨ vulnerable to displacement
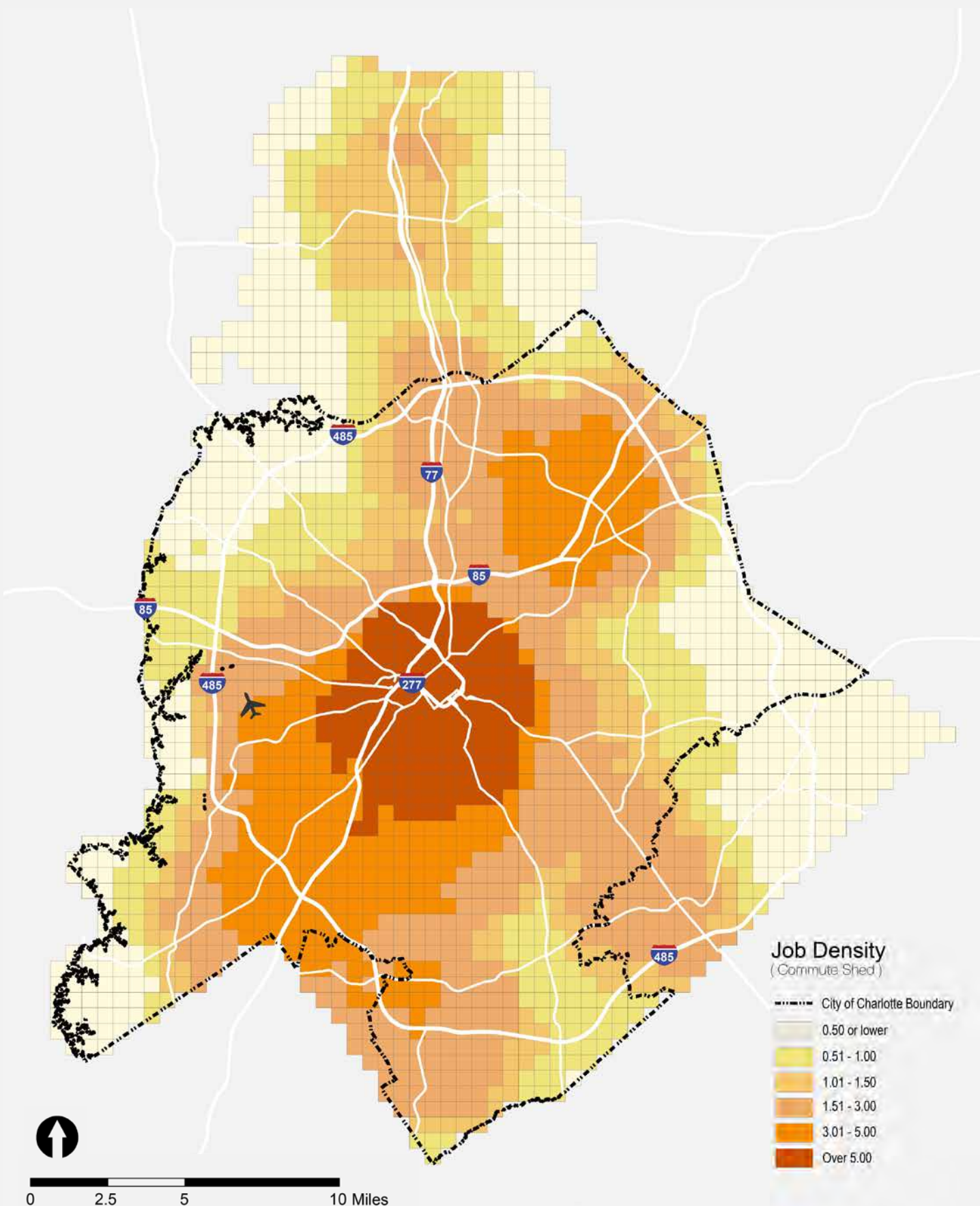
least access ▬▬▬▬▬▬ most access
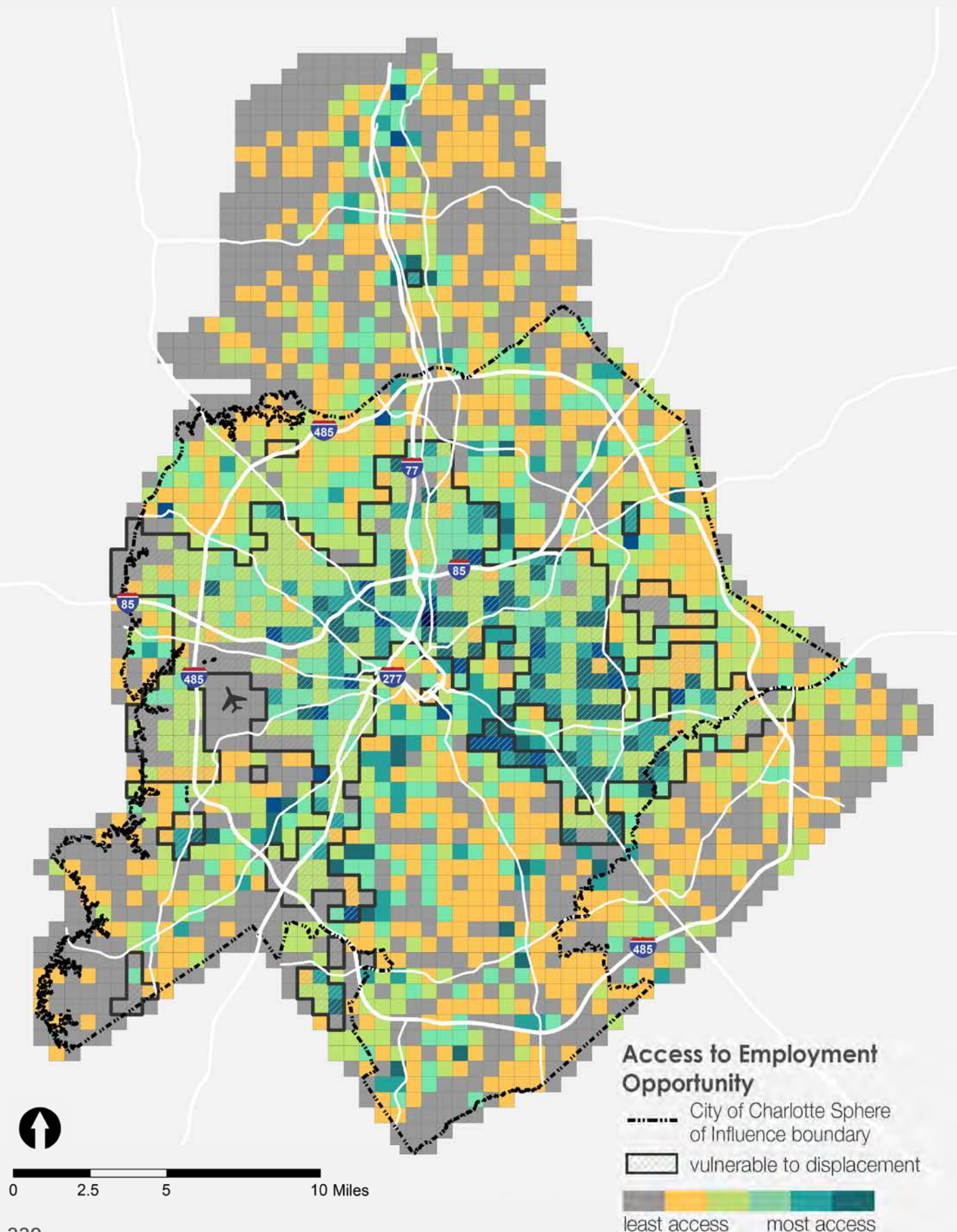
Proximity of Employment

This measure examines the job density within each grid cell, measured as the number of jobs per acre. As shown in the map at right, job density is highest in the center city, as well as in the areas of UNC Charlotte, South End, and along major corridors. Areas with over 1 job per acre are considered to have access to employment opportunity.

Map at right: Grid Cell Job Density (Jobs per Acre), 2017

Job Density
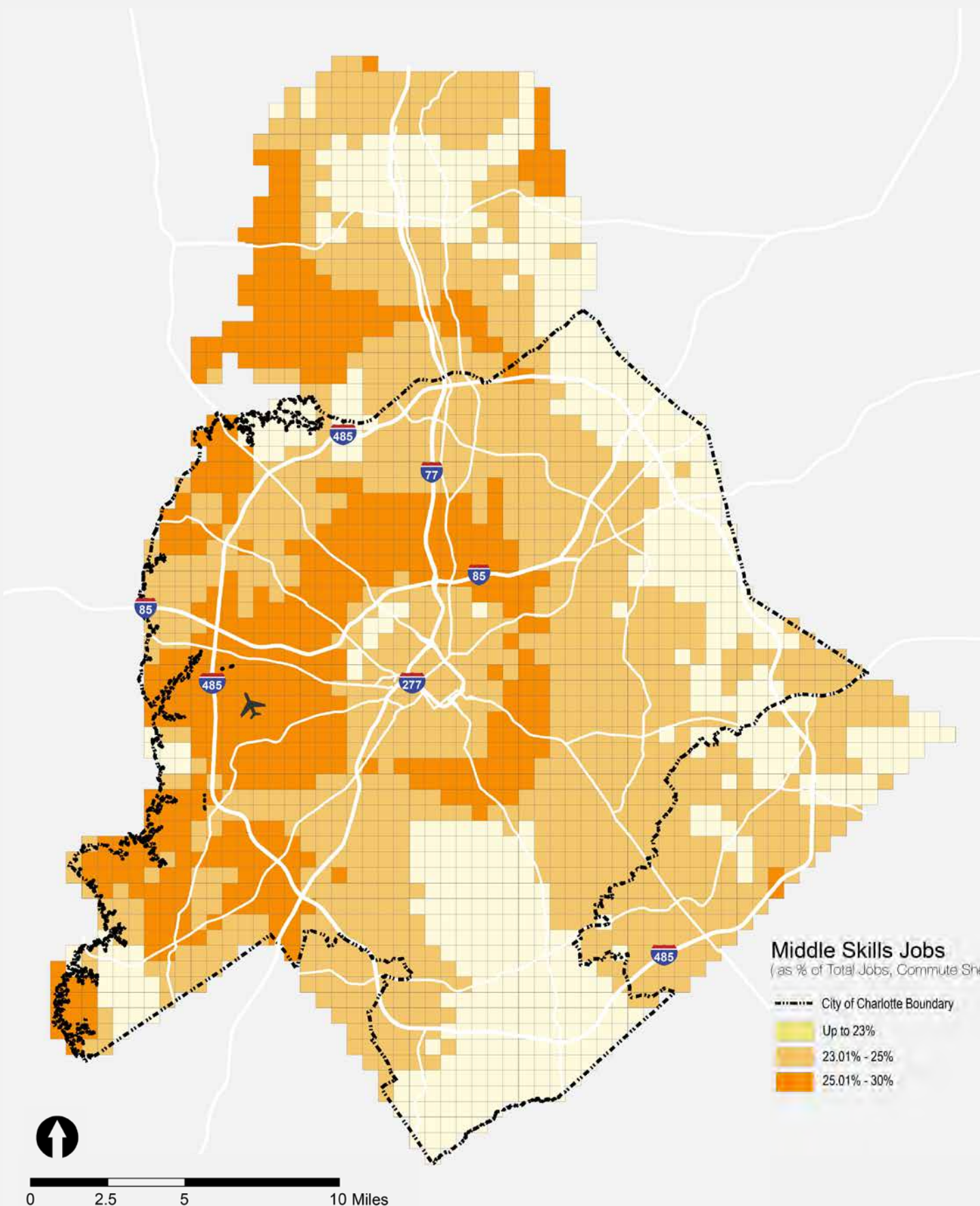(Grid Cell)

- ---- City of Charlotte Boundary
- 0.50 or lower
- 0.51 - 1.00
- 1.01 - 1.50
- 1.51 - 3.00
- 3.01 - 5.00
- Over 5.00

0   2.5   5   10 Miles
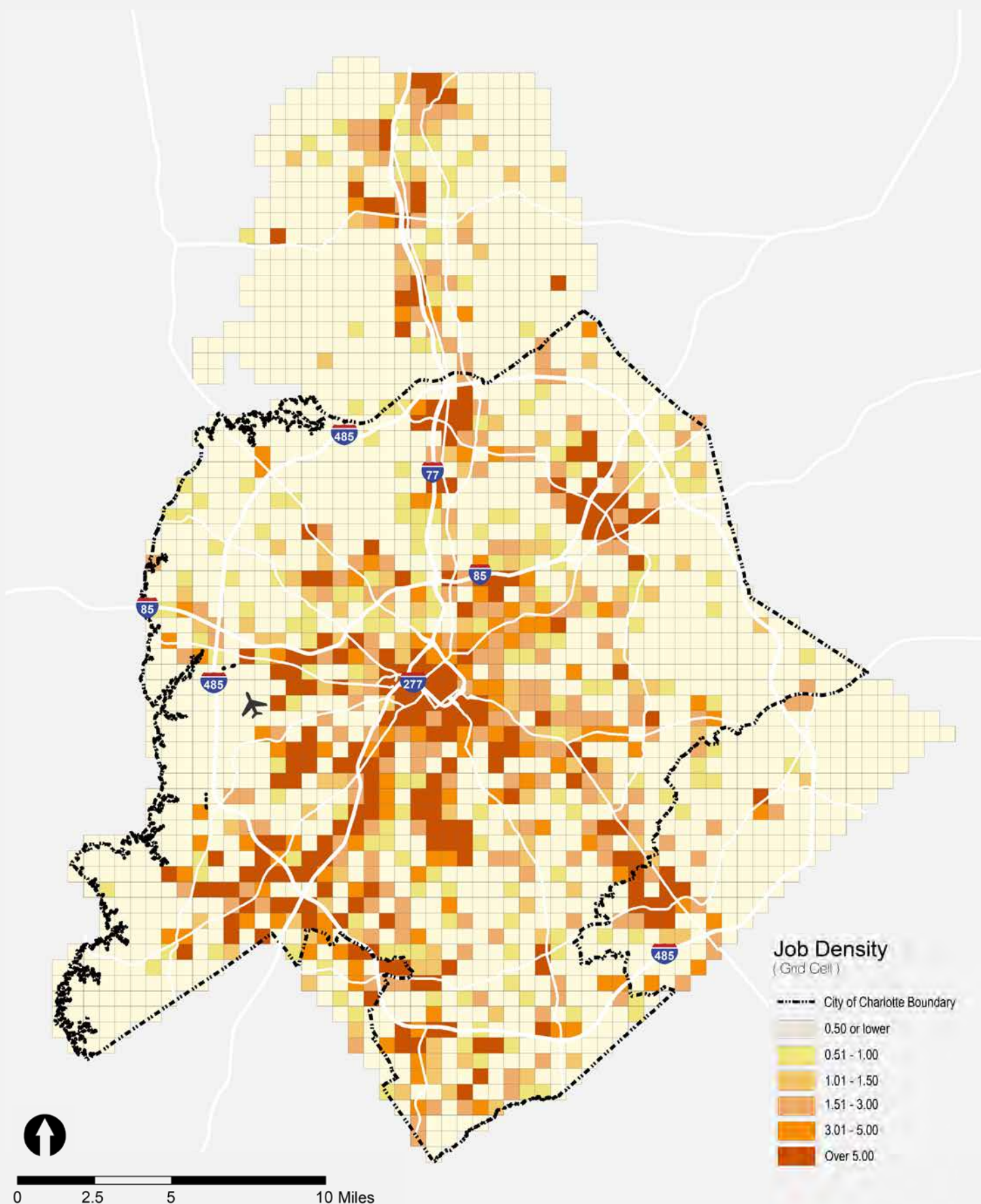
Employment in Commute Shed

This measure examines the job density within a 2.5 mile area surrounding each grid cell, to indicate the accessibility of jobs within an approximate 20-minute commute shed. This is measured as the jobs per acre within a 2.5 mile buffer of each grid cell (including jobs within each cell). As shown in the map at left, accessibility of jobs is highest in the center city and generally decreases with distance from the center. There is an additional concentration of jobs accessible around UNC Charlotte. Areas with a job density within a 20-minute commute shed greater than 1.0 jobs per acre are considered to have access to employment opportunity.

Map at left: Commute Shed Job Density (Jobs per Acre), 2017

Job Density
(Commute Shed)

- ---- City of Charlotte Boundary
- 0.50 or lower
- 0.51 - 1.00
- 1.01 - 1.50
- 1.51 - 3.00
- 3.01 - 5.00
- Over 5.00

0   2.5   5   10 Miles

Wage Levels

This measure examines the wages of the jobs accessible within each grid cell's commute shed. Jobs are categorized into low wage (less than $40,000 per year) and living wage ($40,000 per year or more). As show in the map at right, accessibility of living wage jobs is concentrated in and around the center city and UNC Charlotte, as well as in pockets of the south, southwest, and northwest. Areas where more than half of jobs pay a living wage are considered to have access to employment opportunity.

Map at right: Commute Shed Wage Levels (Percent of Jobs with Wages Over $40,000), 2017

Living Wage Jobs
(as % of Total Jobs, Commute Shed)

- –·–·– City of Charlotte Boundary
- 19.1% - 30%
- 30.1% - 35%
- 35.1% - 40%
- 40.1% - 45%
- 45.1% - 50%
- 50.1% - 68.2%

0   2.5   5   10 Miles
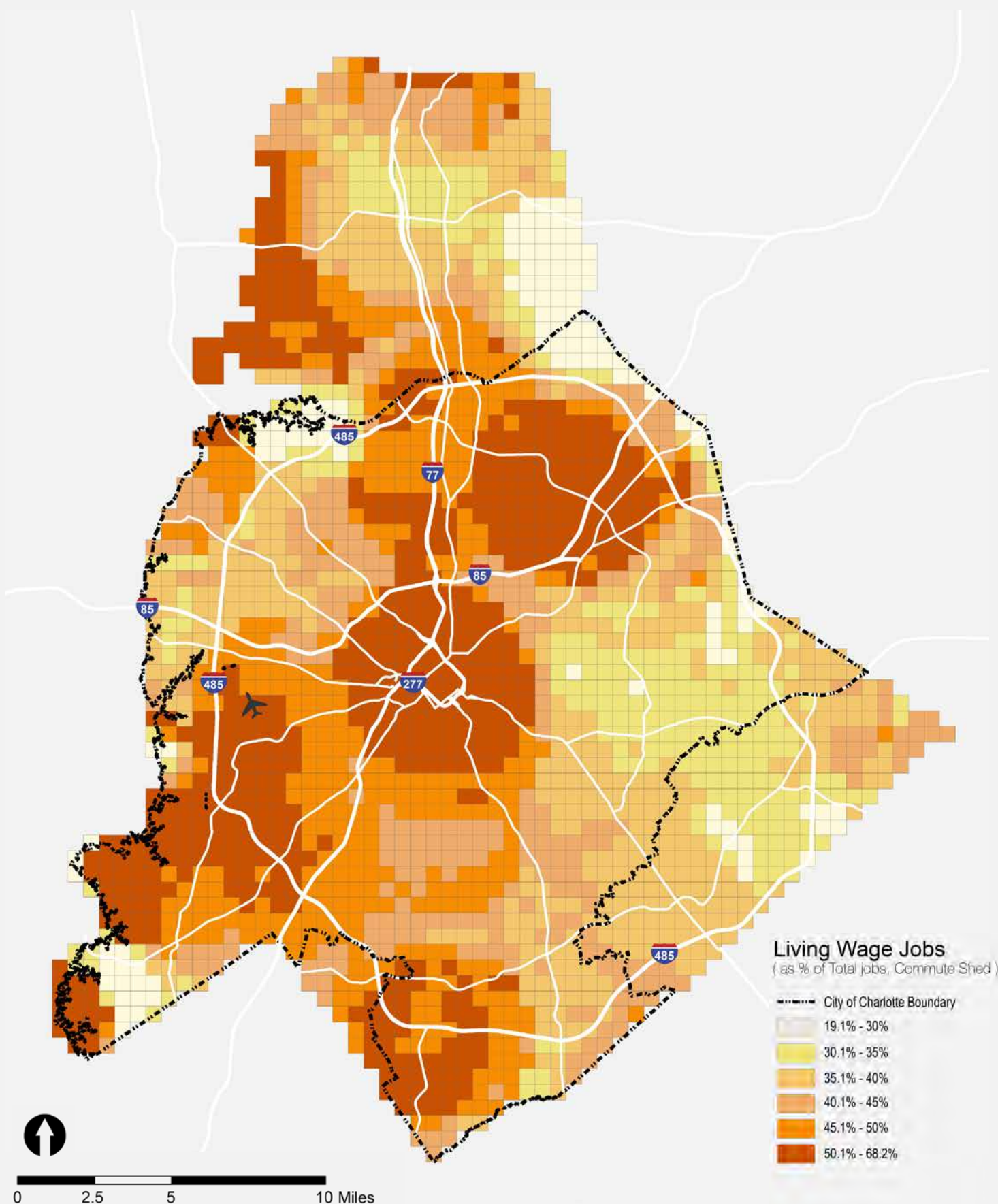
Middle Skills Jobs

This measure examines the accessibility of jobs for the "middle skills" workforce – those jobs that only require some post-high school education or training within the commute shed of each grid cell. As shown in the map at left, in most areas between 20 and 30 percent of jobs are available for this workforce, with concentrations in the area surrounding the center city, as well as at the airport and along the western edge of the City. Areas where greater than 25% of accessible jobs are considered "Middle Skills" are areas with economic opportunity.

Map at left: Commute Shed Middle Skills Jobs (Percent of Jobs Requiring Some Post-High School Education), 2017

Middle Skills Jobs
(as % of Total Jobs, Commute Shed)

- – ·· – ·· City of Charlotte Boundary
- Up to 23%
- 23.01% - 25%
- 25.01% - 30%

0   2.5   5   10 Miles

Knowledge Based Jobs

This measure examines the accessibility of jobs requiring a 4-year college degree or higher education within the commute shed of each grid cell. As shown in the map at right, accessibility of these jobs is concentrated around the center city, UNC Charlotte, and Ballantyne. Areas with over 20 percent of jobs that are Knowledge Jobs are considered to have access to economic opportunity.

Map at right: Commute Shed Knowledge Jobs (Percent of Jobs Requiring a 4-year Degree or Higher Education), 2017

Knowledge Jobs
(as % of Total jobs, Commute Shed)

- ·–··–· City of Charlotte Boundary
- 15% or less
- 15.1% - 20%
- 20.1% - 25%
- 25.1% - 30%
- Over 30%

0   2.5   5   10 Miles

Environmental Justice Score

- – – – City of Charlotte Sphere of Influence boundary
- ▨ vulnerable to displacement

least just ◻◻◻◻◻ most just
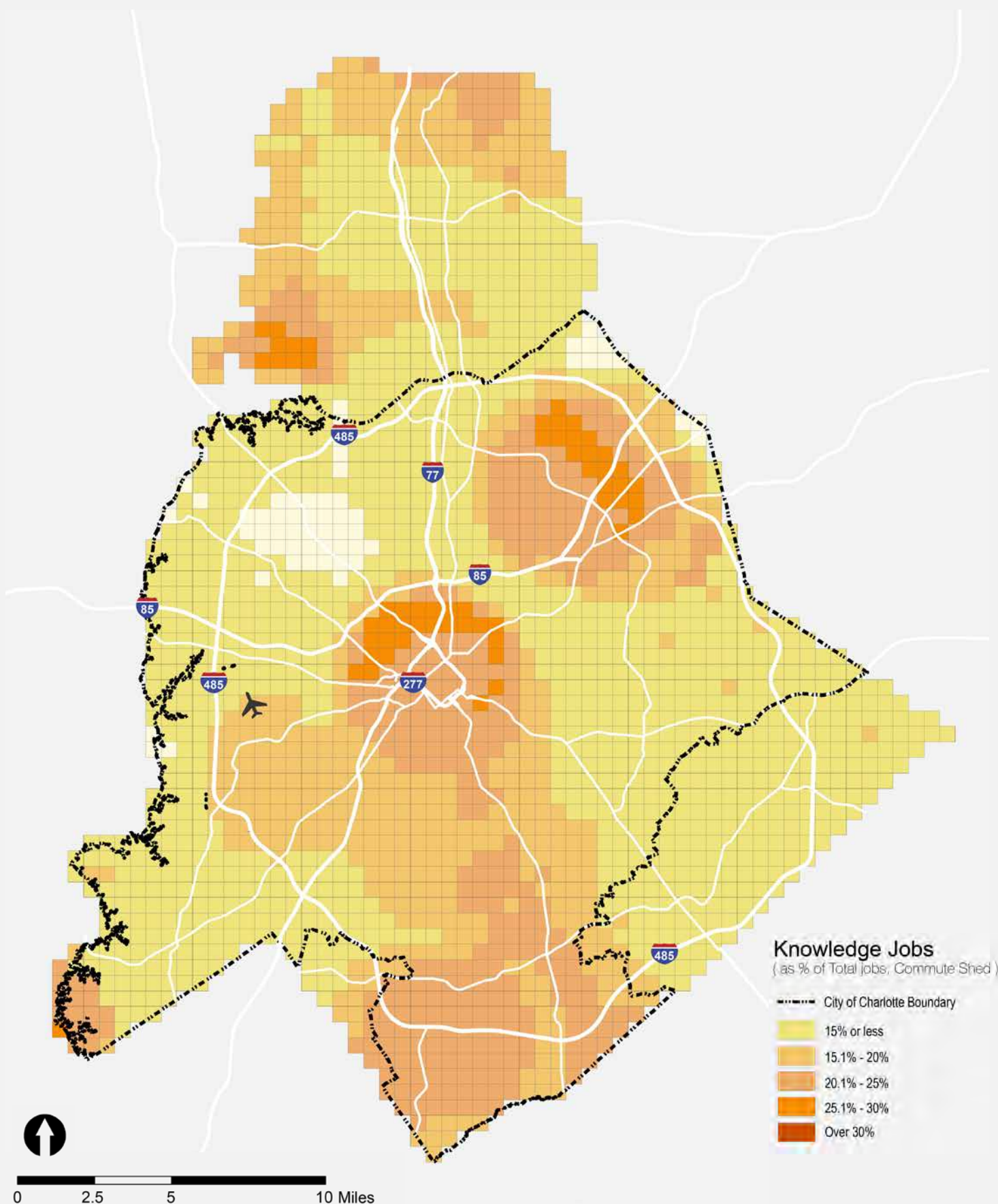
EQUITY METRIC #4: ENVIRONMENTAL JUSTICE

Environmental justice (EJ) seeks to minimize and equalize effects of environmental hazards among the entire community regardless of income, ethnicity or race. Issues of environmental justice often arise from geographic or procedural inequities. Geographic inequities occur when neighborhoods with high percentages of low-income residents, minority residents, and/or immigrant communities take more than their share of the worst environmental hazards, nuisance impacts, and resulting health problems from exposure to these hazards. Procedural inequities occur when the same neighborhoods face obstacles to meaningfully participate in the decision-making process for projects that directly affect their neighborhoods.

Many factors contribute to these geographic and procedural inequalities. These include a development pattern that concentrates undesirable or unhealthy land uses in certain areas, the placement of desirable public amenities outside of disadvantaged communities and limited or non-existing political influence among certain demographic groups. The following measures – focused on aspects of the built environment – are proposed to couple with the Populations Vulnerable to Displacement metric to measure environmental justice (or injustices as the case may be).

Environmental Justice is analyzed using five measures:

- Tree Canopy;

- Impervious Surface;

- Proximity to Heavy Industrial Uses (including extraction operations (i.e., quarries));

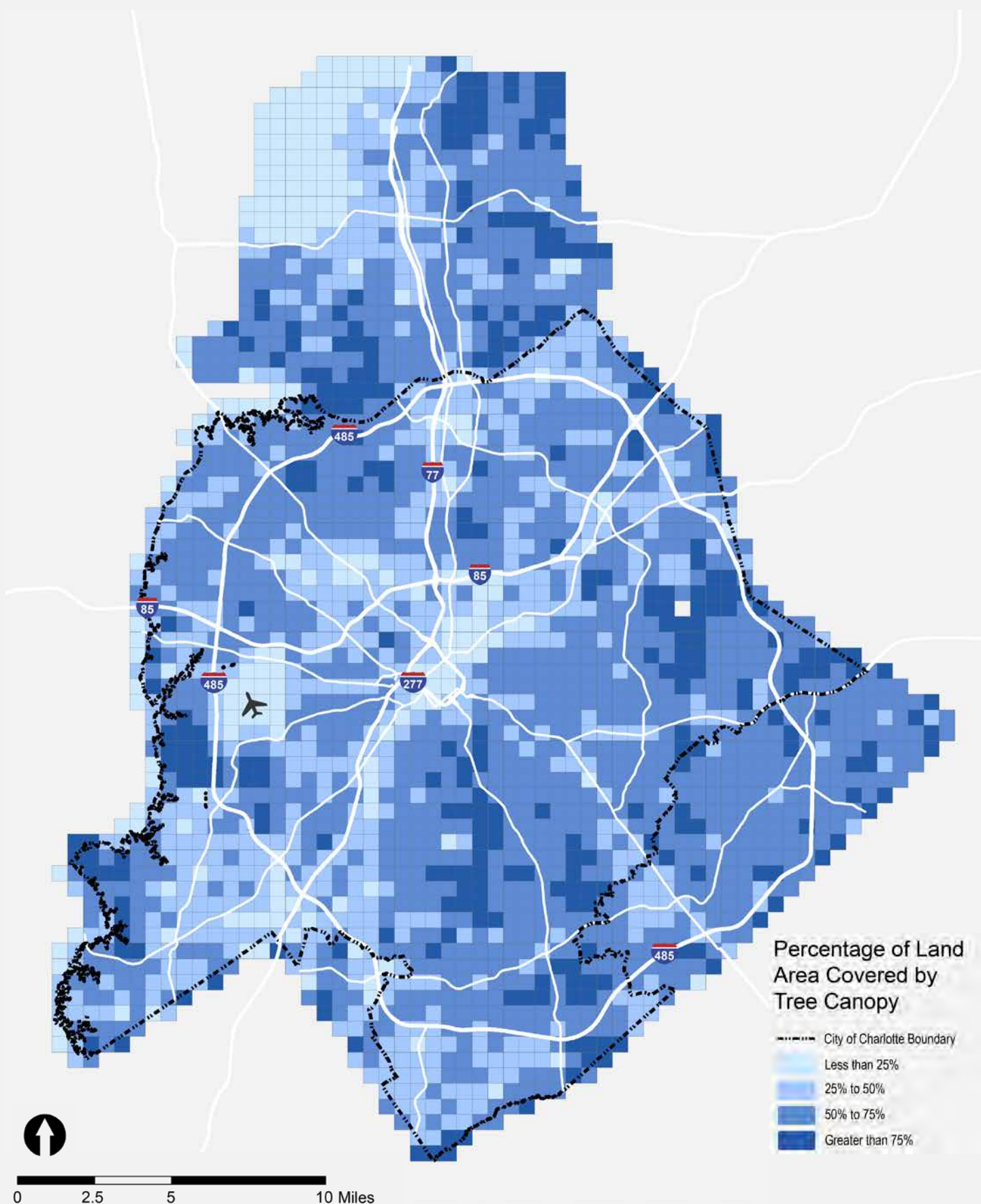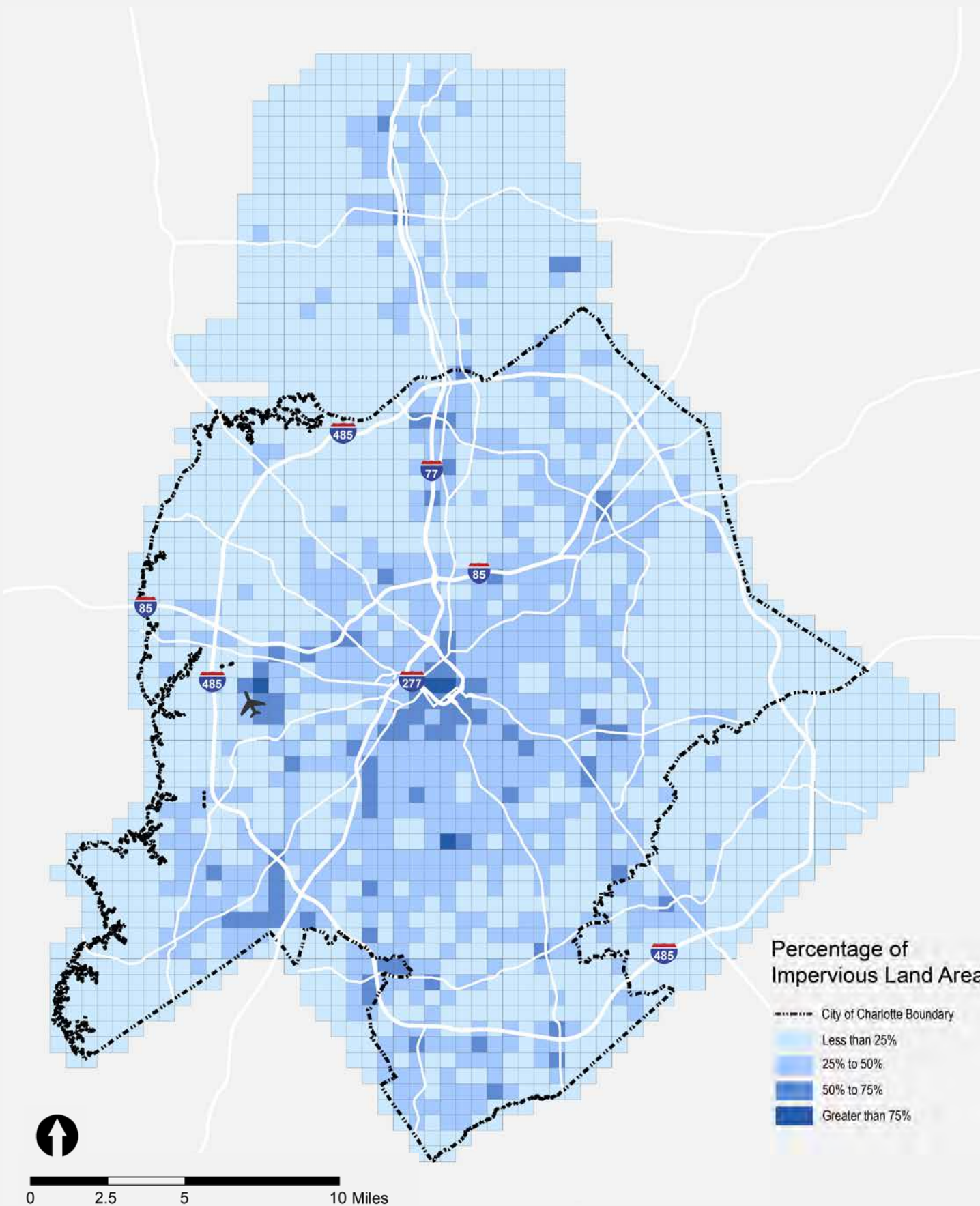- Proximity to Major Transportation Infrastructure; and

- Floodplain.

Data: Grid cells that meet the environmental justice criteria for each of the 5 metrics are scored with a 1, while those that do not meet the criteria receive a 0. Scores are added to create a final Environmental Justice score.Environmental justice data sources include a tree canopy study (Mecklenburg County, 2016), impervious surfaces (Mecklenburg County, 2020), zoning (heavy industrial zoning districts, City of Charlotte, 2020), major transportation infrastructure (freeways, expressways, railroads and the airport, Mecklenburg County, 2020), and FEMA Existing 100 Year Floodplain (Mecklenburg County, 2020).

Tree Canopy

This measure examines the percentage of land area covered by tree canopy. Areas with over 50% percent of land area covered by tree canopy are considered to the positive environmental effects of tree canopies.

Map at right: Percentage of Land Area covered by Tree Canopy

Percentage of Land Area Covered by Tree Canopy

- - - - - City of Charlotte Boundary
Less than 25%
25% to 50%
50% to 75%
Greater than 75%

0   2.5   5   10 Miles

Impervious Surface

This measure examines the percentage of land area that is impervious. Areas with 25% or less impervious land (<40 acres) are considered to have equitable access to the positive environmental effects of pervious surfaces.
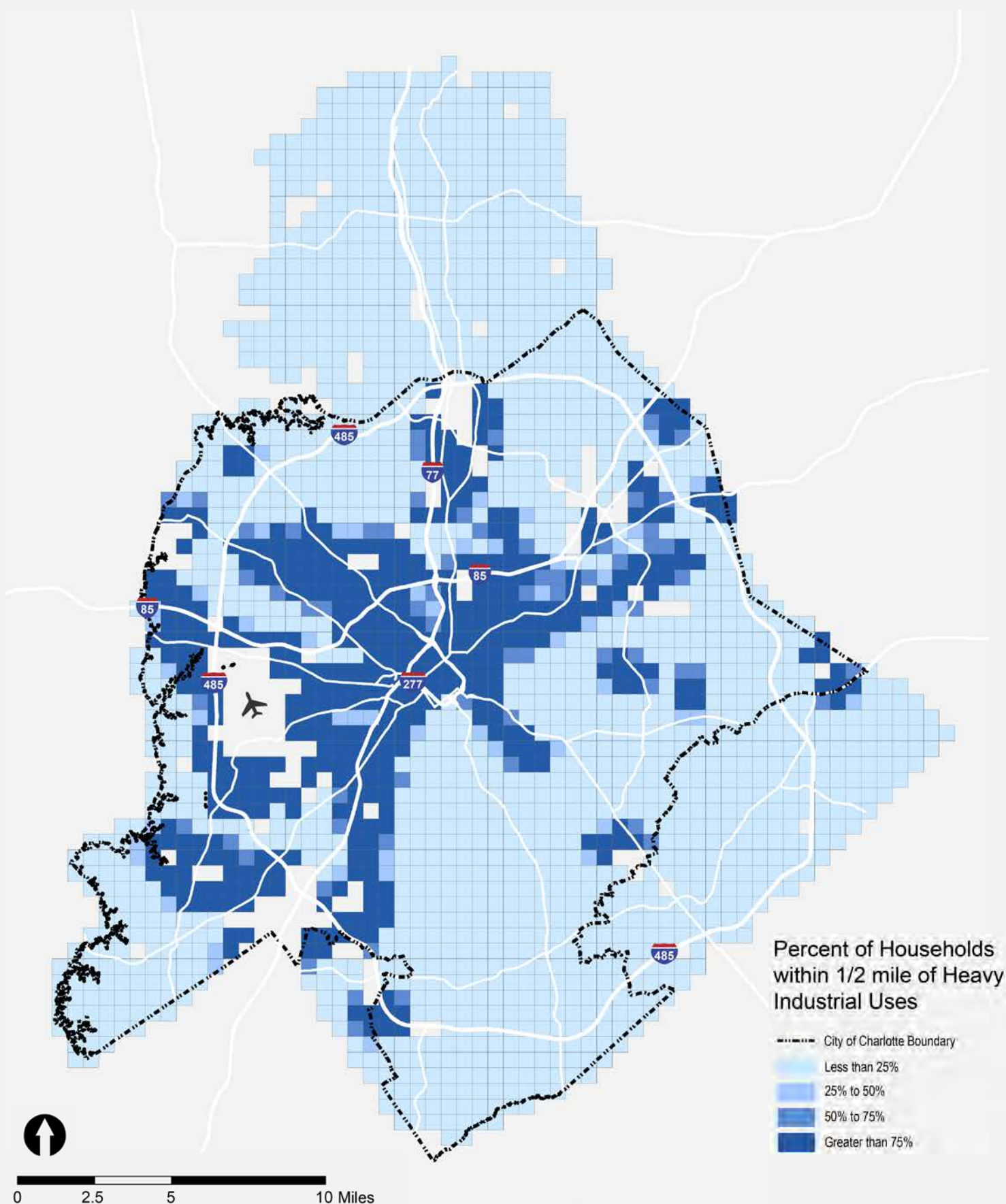
Map at left: Percentage of Land Area that is Impervious

Percentage of Impervious Land Area

- — ·· — City of Charlotte Boundary
- Less than 25%
- 25% to 50%
- 50% to 75%
- Greater than 75%

0   2.5   5   10 Miles
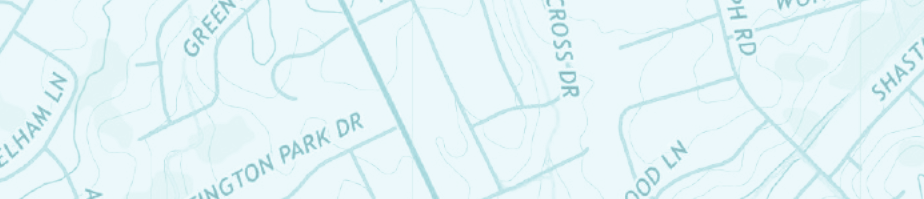
Proximity to Heavy Industrial Uses

This measure examines the percentage of households within ½-mile of heavy industrial uses. Areas with less than 25% of households within ½ mile of heavy industrial are considered to have minimal exposure to the negative environmental effects of heavy industrial uses.

Map at right: Percentage of Households within ½ Mile of Heavy Industrial Uses

Percent of Households within 1/2 mile of Heavy Industrial Uses

- City of Charlotte Boundary
- Less than 25%
- 25% to 50%
- 50% to 75%
- Greater than 75%

0   2.5   5   10 Miles

Percent of Households within 1/2 mile of Major Transportation Infrastructure

- - - City of Charlotte Boundary
Less than 25%
25% to 50%
50% to 75%
Greater than 75%

0   2.5   5   10 Miles

Proximity to Major Transportation Infrastructure

This measure examines the percentage of households within ½-mile of freeways, expressways, railroads and/or the airport. Areas with less than 50% of households within ½ mile of major transportation infrastructure are considered to have minimal exposure to air and noise pollution.

Map at left: Percentage of Households within ½ Mile of Major Transportation Infrastructure
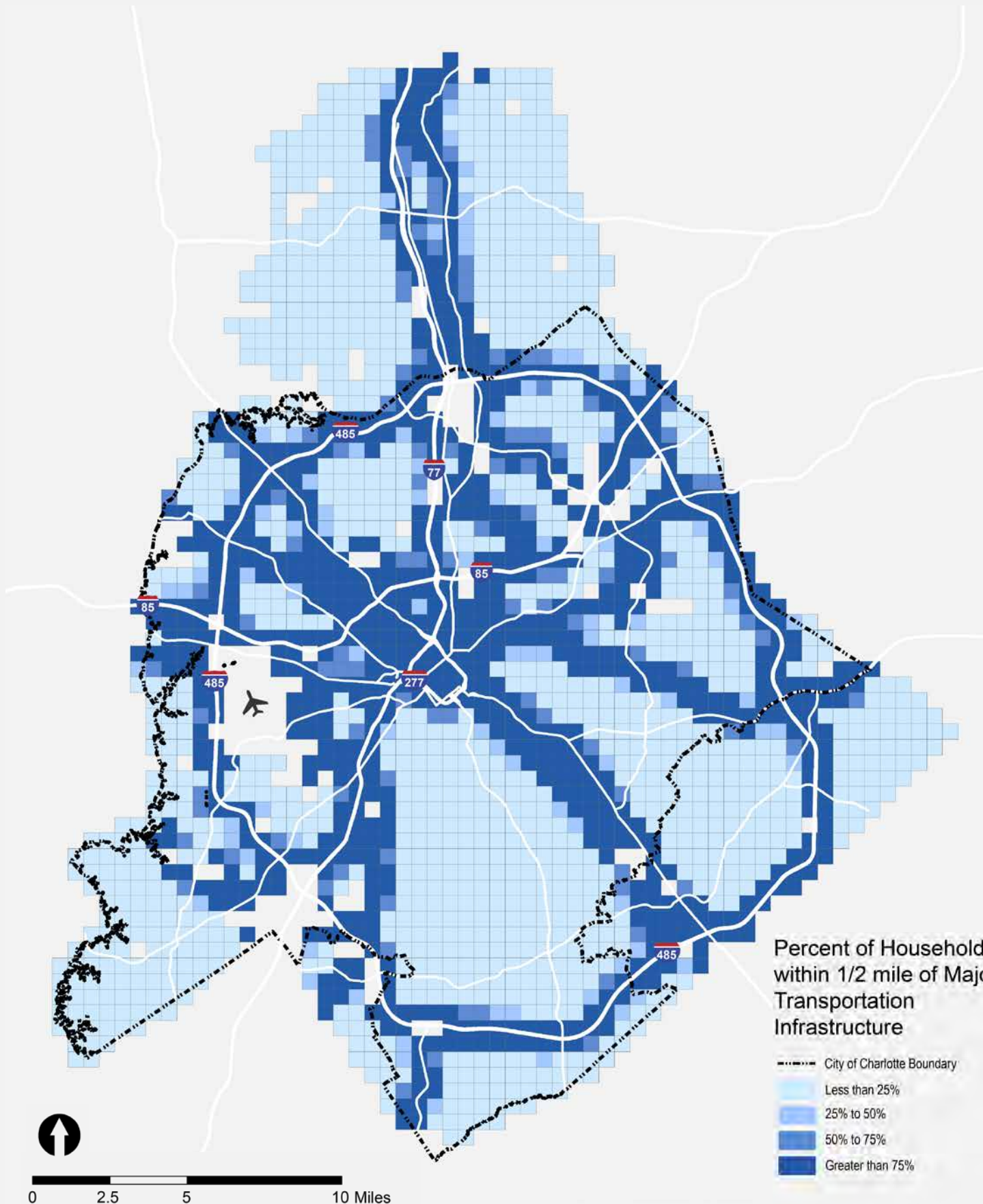
Floodplain

This measure examines the percent of Households within the Floodplain. Areas with less than 25% of households within the Floodplain are considered to have minimal exposure to the risks of the flooding.

Map at right: Percentage of Households within the Floodplain

Percent of Households within the FEMA 100 Year Floodplain

- - - - City of Charlotte Boundary
Less than 25%
25% to 50%
50% to 75%
Greater than 75%

0   2.5   5   10 Miles
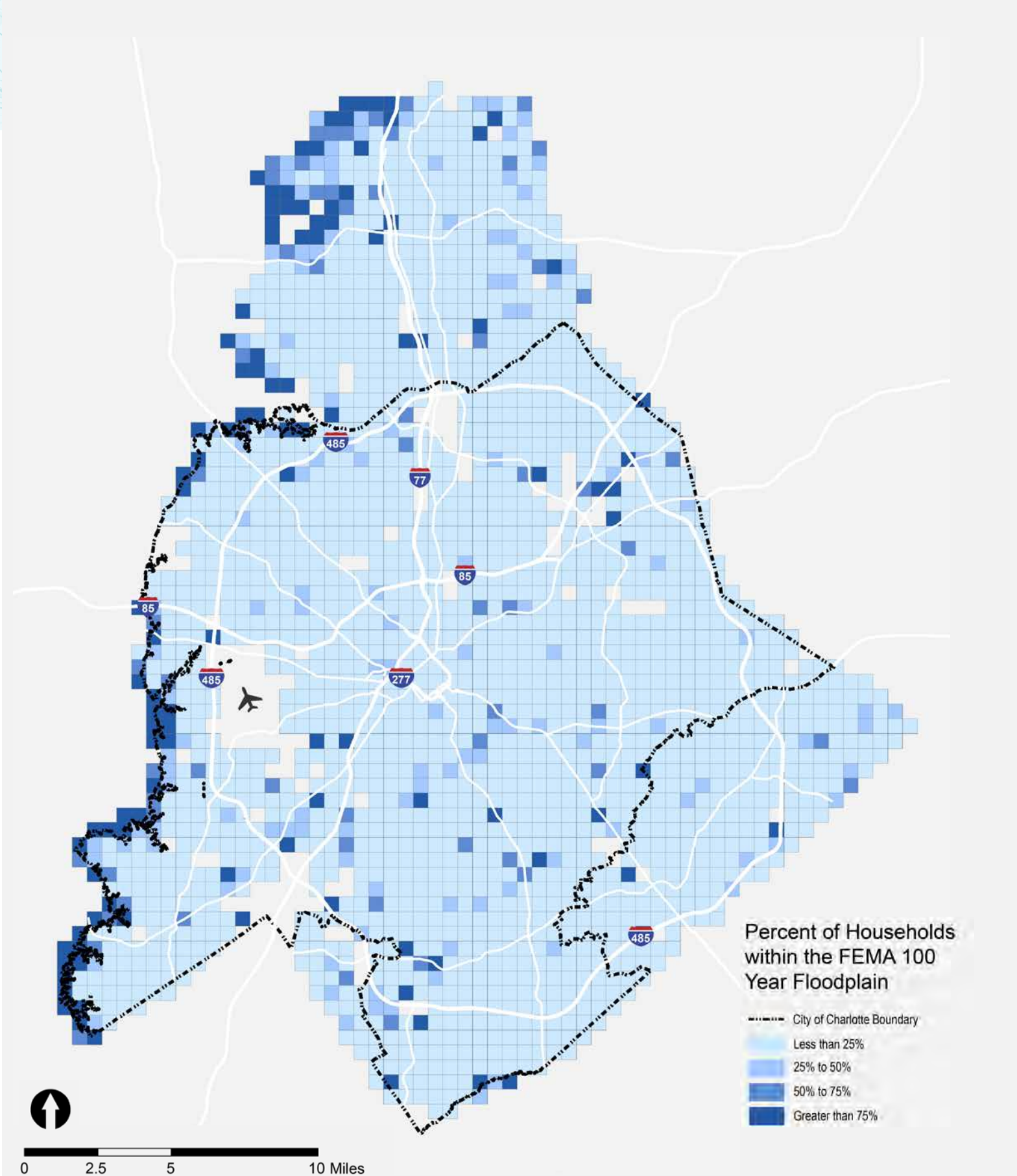
APPENDIX B. PLACE TYPES MANUAL
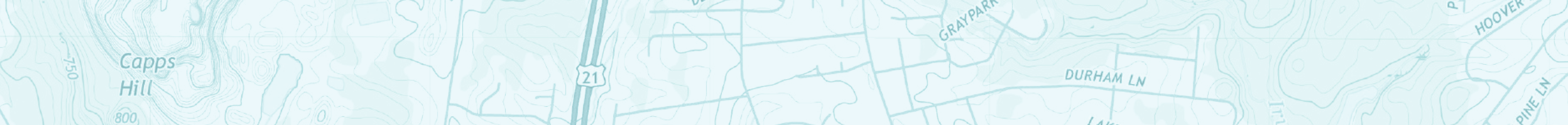
WHAT IS A PLACE TYPOLOGY?

Most comprehensive planning documents provide direction for future growth through a land use map. Future land use, which informs parcel-based zoning, does not give guidance on the aspects of place like building form, streets, multi-modal facilities and connections, and open space, that make it comfortable for those who use it. To achieve the goal of truly Complete Communities, the

Charlotte Future 2040 Comprehensive Plan uses Place Types, which provide direction beyond just land use at the parcel level. A Place Type thinks about a place more holistically and at a larger scale, incorporating guidance for land use, transportation, layout, and design. A Place Typology defines a set of Places that are unique and authentic to the community and its needs.

COMPONENTS OF A PLACE TYPE

There are several components of the Place Types guidance provided in this Plan. These are the categories that are used to organize the direction for each of Charlotte's Places. More detailed guidelines for the Place Types can be found in the Place Types Manual Appendix. Each component is described in further detail below:

Land Use:

- Land Use lays out the primary and secondary uses that will be found in each Place, as well as any supporting uses. This section also provides some guidance as to how those uses may be laid out within a Place Type, for example, where there should be higher or lower density development of the specified land uses.

Character:

- This category gives a broad picture of the characteristics that make the Place Type identifiable, such as the general building type, lot size, public space, and layout.

Mobility:

- Mobility describes how people travel to and within Place Types. This category includes guidance for the street network, pedestrian and bicycle facilities, transit facilities, access, and mode share for each Place Type.

Building Design:

- This category establishes direction for the form, placement, and orientation of buildings within a Place Type. This includes recommendations for building height, style, step backs, and interface with the public realm.

Open Space:

- Open space describes the types of open spaces typically located within a Place Type, including private open space, public open space, parks, greenways, green infrastructure and natural or preservation areas. It also indicates how prevalent these types should be.

CHARLOTTE PLACE TYPES

Through many rounds of public input and revision 10 distinct Place Types were established for the City of Charlotte. These Place Types represent the types of development and land uses that currently exist in Charlotte, as well as the aspirational character for those types. These Place Types can generally be organized into the categories of the neighborhoods where we live (Neighborhood 1, Neighborhood 2, and Parks and Preserves), the employment areas where we work (Commercial, Campus, Manufacturing & Logistics, and Innovation Mixed-use), and centers where we shop, dine, and play (Neighborhood Center, Community Activity Center, and Regional Activity Center).

NEIGHBORHOOD 1:

- Neighborhood 1 places are the lower density housing areas across Charlotte, where most of the city's residents live, primarily in single-family or small multi-family homes or ADUs.

NEIGHBORHOOD 2:

- Neighborhood 2 places are higher density housing areas that provide a variety of housing types such as townhomes and apartments alongside neighborhood-serving shops and services.

PARKS & PRESERVES:

- Parks & Preserves serve to protect public parks and open space while providing rest, recreation, and gathering places for Charlotteans.

COMMERCIAL:

- Commercial places are primarily car-oriented destinations for retail, services, hospitality, and dining, often along major streets or near interstates.

CAMPUS:

- Campuses are a relatively cohesive group of buildings and public spaces that are all serving one institution such as a university, hospital, or office park.
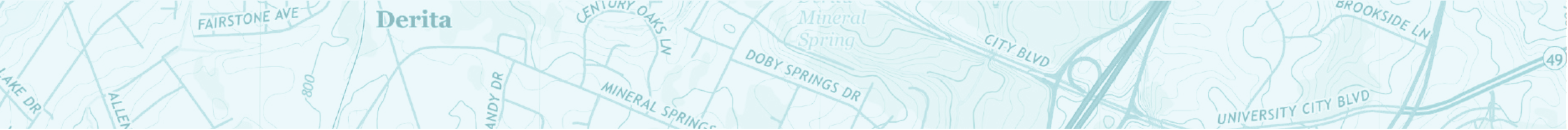
MANUFACTURING & LOGISTICS:

- Manufacturing & Logistics places are employment areas that provide a range of job types, services, and wage levels in sectors such as production, manufacturing, research, distribution, and logistics.

INNOVATION MIXED-USE:

- Innovation Mixed-Use places are vibrant areas of mixed-use and employment, typically in older urban areas, that capitalize on Charlotte's history and industry with uses such as light manufacturing, office, studios, research, retail, and dining.

NEIGHBORHOOD CENTER:

- Neighborhood Centers are small, walkable mixed-use areas, typically embedded within neighborhoods, that provide convenient access to goods, services, dining, and residential for nearby residents.

COMMUNITY ACTIVITY CENTER:

- Community Activity Centers are mid-sized mixed-use areas, typically along transit corridors or major roadways, that provide access to goods, services, dining, entertainment, and residential for nearby and regional residents.

REGIONAL ACTIVITY CENTER:

- Regional Activity Centers are large, high-density mixed-use areas, typically along transit corridors or major roadways, that provide access to goods, services, dining, offices, entertainment, and residential for regional residents and visitors.

RELATIONSHIP TO UNIFIED DEVELOPMENT ORDINANCE

The Place Types in this plan represent the form of future development, as envisioned by the residents of Charlotte. These Place Types will in turn provide the policy-level guidance that will inform the City's Unified Development Ordinance (UDO). Using the intent and direction of the Place Types in the Comprehensive Plan and the upcoming Future Place Types Mapping, the UDO will identify zoning districts and other ordinances that will further define how the Place Types are realized in actual development. Each Place Type will correspond with multiple zoning districts that will provide a high-level of detail and regulatory guidance on items such as height, lot size, setbacks, adjacencies, and allowed uses.

The high-level policy guidance for each Place Type, that will inform the UDO throughout the life of the Plan, is described in the following sections.

PLACE TYPES: NEIGHBORHOOD 1

Goal: Provide places for neighborhoods with a variety of housing types, where single-family housing is still the predominant use.

Neighborhood 1 places are the lower density housing areas across Charlotte, where most of the city's residents live, primarily in single-family or small multi-family homes or ADUs.

LAND USE

- Single-family detached homes on individual lots are the primary use in this Place Type.
- Accessory Dwelling Units are frequently found on the same lots as individual single-family detached homes.
- Duplexes, triplexes, quadraplexes, and civic uses, such as parks, religious institutions, and neighborhood scaled schools, may also be found in this Place Type.
- Smaller lot single-family detached developments, small townhome buildings, and small multi-family buildings on individual lots, as well as civic uses, are also found on some 4+ lane arterials. These building types provide a transition between higher volume streets and the interior of neighborhoods.
- The greatest density of housing in this Place Type is located within ½ mile walk of a Neighborhood Center, Community Activity Center, or Regional Activity Center and is located on an arterial, with a high frequency bus or streetcar route.
- In some cases, small neighborhood commercial buildings are found in older neighborhoods.

CHARACTER

- This Place Type is characterized by low-rise residential buildings, uniformly setback from the street, and generally consistent lot sizes.
- Front lawns or landscaped yards are found between residences and the street, and individual back yards are commonly found for each main residential building. There is limited impervious cover between residential buildings and the street.
- Many of the individual neighborhoods in this Place Type have unifying characteristics, such as setbacks and building heights, that have been maintained as they were originally developed. Others have seen changes in these and other characteristics.

Mostly Residential Land Uses

MOBILITY

- A very well-connected local street network provides safe and direct access throughout the neighborhood and to and through the neighborhoods and adjacent Place Types. This street network helps disperse vehicular traffic and allows residents to walk or bike to transit and nearby destinations.
- Arterial streets also support walking, cycling, and transit use by providing a safe and comfortable environment to reach transit or nearby destinations.
- Direct access to buildings, parks, and other facilities is usually from Local streets, with more limited access opportunities along arterials. Alleys are also used to provide access to residences located on narrower lots.

BUILDING FORM

- The typical building in a Neighborhood 1 place is a low-rise residential building up to three or four stories.
- Townhome style buildings, whether single-family attached or multi-family, typically have five or fewer units.
- The size of civic and institutional buildings varies based on context and accessibility.

OPEN SPACE

- Private yards and improved common areas are typical open spaces in this Place Type.
- Public open spaces such as small parks and greenways, and natural open spaces such as tree preservation areas, are also an important feature and should be included in neighborhoods.

CLOSEUP HIGHLIGHTS

A. Comfortable sidewalks with planting strips and shade trees

B. Alleys in select locations to access garages and ADUs

C. Multiple housing types in proximity to each other

D. Accessory Dwelling Units typically accessed off alleys

E. Transition to Adjacent Place Types

- The length of single-family attached and small multi-family residential buildings varies but is typically relatively consistent along a block and rarely exceeds 150 feet.
- Principal buildings are typically oriented with the front facade and main entrances connecting to the public sidewalk. In some cases, buildings face improved common open space, or adjacent parks and greenways, but street facing sides of buildings still include prominent entrances providing pedestrian access from the public sidewalk.

BIRD'S EYE HIGHLIGHTS

(A) Infill low- and medium-density residential development (including single family detached, ADU's, townhomes, cottage courts, and duplexes/triplexes)

(B) Enhanced and additional small public parks/open spaces

(C) Improved vehicular connectivity

(D) New trails, enhanced pedestrian connectivity and walkability

(E) Neighborhood Center at major intersection

(F) Transition in density to surrounding uses

Existing Place Type Layout

Aspirational Place Type Layout

Place Type graphics are conceptual and for illustrative purposes only

Typical Uses

Single Family Residential

Single Family Attached Residential

Multi-Family Residential

Commercial

Mixed Use

Office

Parking Lot

Closeup Graphic Viewpoint

NOTABLE CHARACTERISTICS

1. Landscaping and front yards provide residences with a transition from the street.

2. Townhome style buildings typically have no more than five units and have a similar character and style to the surrounding neighborhood.

3. Civic and institutional buildings support the neighborhood and can vary in size.

4. Wide sidewalks with a buffer from the street provide a comfortable pedestrian environment for all residents and should be consistent throughout Neighborhood 1.

5. Buildings along a block are usually a similar size and distance from the street to create a cohesive neighborhood character.

6. Buildings are typically oriented to the street with the main entrances connecting to the public sidewalk. In some cases, buildings face shared open space, or adjacent parks and greenways, but street facing sides of buildings still include prominent entrances and provide pedestrian access from the public sidewalk.

URBAN FOREST

- The majority of Charlotte's tree canopy is located here, primarily on private land, that is supplemented with a significant street and civic area tree population.
- All streets are designed for both car and pedestrian use, and are therefore significantly planted with trees (90% of all public and street planting sites will have trees.).
- Civic use properties within Neighborhood 1 - schools, passive-use parks and park areas - have significant canopy coverage.
- Preservation of private land for tree canopy is a priority.
- Areas not built upon will provide for sustainable tree canopy cover growth and preservation.
- Tree canopy cover ranges from 50% - 60%.

TRANSITIONS

- Transitions from small lot single-family, townhome style housing, multi-family, and civic/institutional uses to single-family detached, duplexes, triplexes and quadraplexes are typically provided by increased separation that mimics the typical rear yards in Neighborhood 1.
- Lower building heights, increased separation, and landscaped buffers are also provided when larger civic uses abut residential uses.

BUILDING PLACEMENT

- Buildings in Neighborhood 1 places are typically located away from streets and have front yards.

- Front yards are semi-private open spaces for use by the residents of a dwelling. These areas may include elements that contribute to the neighborhood residential character, such as front stoops. and porches.
- When located along Arterial streets, residences, especially single-family detached homes, duplexes, triplexes and quadraplexes, are farther back from the street to reduce noise or other traffic impacts.
- Rear yards are provided and are deep enough to be used as private open space. Abutting residential rear yards usually have a similar depth.
- Front, side, and rear setbacks vary in size across neighborhoods but are generally consistent within an individual neighborhood.
- Yards for civic/institutional uses in this Place Type are typically larger than the yards of residential buildings.

PARKING & LOADING

- Residential parking is typically located in garages, on driveways, or in small surface parking lots to the side or rear of the primary structure.
- For other uses, parking is located to the side or rear of buildings in surface parking lots.
- Loading and service areas for civic/institutional and for townhome and multi-family uses are located to the rear of buildings and screened from street view.

BLOCK LENGTHS & STREET NETWORK

- Neighborhood 1 places have a dense and well-connected network with good external connections to adjoining streets and destinations. Multiple route options help accommodate all modes of transportation. This enhances safety and mobility by dispersing traffic and providing multiple, shorter routes for walkers, cyclists, and motorists.

- Neighborhood 1 places have street connections to parks, schools, and other destinations, and include well-designed pedestrian connections to trails or greenways.

- The preferred block length is 500 feet and block lengths typically do not exceed 650 feet.

PEDESTRIAN & BICYCLE FACILITIES

- Local streets have 6-foot sidewalks with planting strips in locations with less intense development and have 8-foot sidewalks with planting strips in locations with more intense development Arterials typically have 8-foot sidewalks with either planting strips or amenity zones.

- Amenity zones are used instead of planting strips next to full-time on-street parking in higher density locations, particularly where approaching other higher density Place Types, such as Centers.

- Shared use paths are provided where they are shown on the adopted Streets Map.

- Bike lanes or separated bike lanes are provided on Arterial streets, sharrows are included on Local streets. The bike network is complete, well-marked, safe, and easy to use.

MODE SHARE

- Neighborhood 1 places typically have a low to moderate level of non-auto mode trips, with more opportunities for non-auto trips where the neighborhood is near other destinations or high frequency transit routes and has supporting infrastructure.

ACCESS

- Individual driveways are common for single-family detached residential homes, though shared driveways are sometimes utilized.

- Alleys are also used to improve access and to limit the number of individual driveways along streets, especially where there are narrow lots or single family attached dwellings. The limited number of driveways provides a more comfortable public realm for pedestrians and cyclists, while increasing greenspace.

- Direct access from arterials is very limited.

CURB LANE MANAGEMENT & ON-STREET PARKING

- On-street parking is moderately to heavily used, and street widths are scaled to accommodate the expected demand for parking.

- The curb space has moderate turnover and may require implementation of curb lane management strategies to accommodate multiple users in locations where there is competing demand for curb space.

TRANSPORTATION DEMAND MANAGEMENT

- There are moderate opportunities for Transportation Demand Management.

PLACE TYPES: NEIGHBORHOOD 2

Goal: Provide a range of moderate to higher intensity housing types, including apartment and condominium buildings, to meet the needs of a diverse population.

Neighborhood 2 places are higher density housing areas that provide a variety of housing types such as townhomes and apartments alongside neighborhood-serving shops and services.

LAND USE

- The primary uses in this Place Type are multi-family and single-family attached residential, including some buildings with ground floor, non-residential uses.
- Lower intensity housing types are also found in Neighborhood 2, especially as part of a large development with a mix of housing types.
- Neighborhood 2 places also include civic uses such as schools, neighborhood parks, and religious institutions.

Mostly Residential Land Uses With Neighborhood-Serving Commercial

CHARACTER

- This Place Type is characterized by low- to mid-rise multi-family residential buildings, in a walkable environment.
- Neighborhood 2 places include larger scale residential buildings than are found in Neighborhood 1.
- Neighborhood 2 residential developments typically include shared community amenities, such as open spaces or recreational facilities, and common parking areas.

MOBILITY

- Because Neighborhood 2 places typically serve as a transition between lower-density development and higher-intensity commercial or mixed-use centers, they have a very well-connected and dense street network with short blocks. This provides multiple route options to better accommodate walking, cycling, and transit use.
- Both Local and Arterial streets are designed to support and encourage walking, cycling, and transit use to reach transit or nearby destinations.

BUILDING FORM

- The typical building is a single-family attached or multi-family building and is usually not more than five stories.
- Civic and institutional buildings vary in size based on their context and accessibility.
- Buildings are designed to orient to streets with prominent entrances providing pedestrian access from the public sidewalk.
- Buildings also orient toward on-site open spaces and abutting parks and greenways.
- Buildings are designed with active ground floor uses, either residential or in some instances commercial, to support a vibrant pedestrian environment. Buildings with ground floor commercial have tall ground floors and a high degree of transparency using clear glass windows and doors.

OPEN SPACE

- This Place Type includes privately owned, common open space that serves individual residential developments. This open space takes a range of forms, from playgrounds and recreation spaces, to plazas, courtyards and rooftop decks.

- Public open spaces such as small parks and greenways, and natural open spaces such as tree preservation areas, are also an important feature and should be included in neighborhoods.

CLOSEUP HIGHLIGHTS

A. Infill development forming a consistent street edge

B. Trail-oriented development

C. Shared public open spaces

D. Neighborhood trail connections

E. Comfortable sidewalks with planting strips and shade trees

F. Mix of different housing types (including townhomes, condos, and medium-density residential development)

G. Transition to Adjacent Place Types

Existing Place Type Layout

BIRD'S EYE HIGHLIGHTS

(A) Medium- and high-density 2-5 story residential infill and redevelopment (ADUs, townhomes, multi-family residential, and mixed-use)

(B) Buildings oriented toward streets, trails, or open space

(C) Transition to lower-density neighborhoods and Neighborhood Activity Center

(D) Frequent pedestrian connections to and between buildings and blocks

(E) Additional small public parks/open spaces

(F) On-street parking, parking garages, and small parking lots to the side, interior, or behind buildings

(G) New trails, enhanced pedestrian connectivity and walkability

Aspirational Place Type Layout
Place Type graphics are conceptual and for illustrative purposes only

Typical Uses

Single Family Residential	
Single Family Attached Residential	
Multi-Family Residential	
Mixed Use	
Institutional	
Parking Lot/Garage	
Closeup Graphic Viewpoint	

NOTABLE CHARACTERISTICS

1. Buildings come in a variety of sizes and styles, but should all be sensitive to the character and style of the surrounding neighborhood.

2. Civic and institutional buildings support the neighborhood and can vary in size.

3. Buildings are designed to orient to streets with prominent entrances that provide pedestrian access from the public sidewalk and well-designed facades that create a more vibrant public realm.

4. Buildings may also orient toward shared open spaces and abutting parks and greenways.

5. Multi-family buildings often have commercial uses on the ground floor to create a more active public realm and also provide neighborhood-serving uses to residents. Active ground floors should be easily visible and inviting.

URBAN FOREST

- Due to more dense development, overall tree canopy cover in Neighborhood 2 depends heavily on street trees. Therefore, sidewalks and road medians support the growth and longevity of large stature, shade trees providing a pleasant pedestrian experience and environmental benefits.

- Supplemental canopy is provided through trees in small parks, yards and courtyards of multifamily and civic buildings.

- All streets are designed for both car and pedestrian use, and are therefore significantly planted with trees (90% of all public and street planting sites will have trees.).

- Civic use properties within Neighborhood 2 - schools, passive-use parks and park areas - have significant canopy coverage.

- Trees are incorporated into any green infrastructure installations.

- Tree canopy cover ranges from 35% - 45%.

TRANSITIONS

- Transitions from residential development and larger civic uses in Neighborhood 2 to less intensely developed residential uses in a Neighborhood 1 are typically provided by landscaped buffers, increased separation, and decreased building height.

BUILDING PLACEMENT

- Buildings are typically located away from the street, with lawns between the building and sidewalk. However, buildings in more urban contexts or with ground floor retail may be located closer to the street.

- Where residential buildings are located near the sidewalk, either a small front yard provides horizontal separation, or the ground floor of the building is raised above the sidewalk to provide vertical separation between the public sidewalk and the interior of residences.

- When located along Arterial streets, buildings are set back farther from the street to reduce noise or other traffic impacts and to provide privacy.

- Side and rear setbacks for residential uses in this Place Type are limited, except where abutting Neighborhood 1 places. When abutting these Place Types, side and rear setbacks are increased to provide an adequate transition.

- Side and rear yards for civic/institutional uses in this Place Type are typically larger than the side and rear yards of residential buildings.

PARKING & LOADING

- Parking is typically provided on surface lots. While not discouraged, structured parking is usually not found in this Place Type.

- Surface parking is usually located to the side or rear of buildings.

- Loading and service areas are located to the rear of buildings and screened from street view.

BLOCK LENGTHS & STREET NETWORK

- Neighborhood 2 places have dense and well-connected street networks to support high density residential development. The street network provides good external connections to adjoining streets, transit, and nearby destinations.

- This Place Type has street connections to parks, schools, and other destinations, and includes well-designed pedestrian connections to trails or greenways.
- Short block lengths allow for more connections and create more (and shorter) route options to and through the neighborhood, thereby encouraging walking and cycling, while helping disperse vehicular traffic.
- The preferred block length is 400 feet and block lengths typically do not exceed 500 feet.

PEDESTRIAN & BICYCLE FACILITIES

- Local and arterial streets have 8-foot sidewalks with a planting strip or amenity zone. Amenity zones are typically used where there is full-time on-street parking, particularly on streets approaching higher intensity Place Types, such as Centers.
- Sites include a robust internal pedestrian network to encourage walking between buildings, and excellent connections to adjoining sites and neighborhoods to reduce unnecessary auto trips to nearby destinations.
- Sites always include clear and direct pedestrian access between streets and the buildings.
- Shared use paths are provided where they are shown on the adopted Streets Map.
- Separated bike lanes are provided on Arterial streets, sharrows are included on Local streets. The bike network is complete, well-marked, safe, and easy to use.

MODE SHARE

- This Place Type typically has a moderate level of non-auto mode trips. A greater number of non-auto trips are possible where Neighborhood 2 places are near a Center or other major destination or adjacent to high frequency transit.

ACCESS

- Developments are designed to include driveways for low-rise multi-unit buildings, as well as for larger mid-rise multifamily developments, to limit the number of individual access points from local streets.
- Alleys are also used to improve access and to limit the number of driveways along streets. The limited number of driveways provides a safe and inviting public realm along streets that encourages walking and cycling.
- Cross access is provided between adjacent multi-family residential sites and between multi-family residential and commercial sites.
- Curb Lane Management & On-Street Parking
- On-street parking is expected to be heavily used, and street widths are scaled to accommodate the expected demand for parking.
- The curb space has moderate turnover and may require implementation of curb lane management strategies to accommodate multiple users.

TRANSPORTATION DEMAND MANAGEMENT

- There are moderate opportunities for Transportation Demand Management

PLACE TYPES: PARKS AND PRESERVES

Goal: Protect land that is intended to remain as parks or natural preserves in perpetuity. These places contribute to the quality of life of residents and visitors by providing places to gather and recreate, and further the environmental quality of our ecosystems including the tree canopy, waterways, and wildlife habitats.

Parks & Preserves serve to protect public parks and open space while providing rest, recreation, and gathering places for Charlotteans.

LAND USE

- Primary uses may include larger public parks, cemeteries, wildlife refuges, nature preserves, and recreational centers and facilities.

- Limited commercial uses may be compatible in some Parks and Preserves.

CHARACTER

- This Place Type is characterized by natural areas, green spaces with tree canopy, and active uses where appropriate.

- Structures are typically limited in number and are intended to support on-site recreational activities and/or civic uses.

- Active uses and structures are located so as to provide minimal impact to sensitive environmental features.

MOBILITY

- Parks and Preserves are easily and directly accessible from all places and are located along all street types. Any streets leading to, by, or through these places are designed to encourage safe and comfortable access by all transportation modes.

- The internal transportation network typically consists of pedestrian and bicycle paths for smaller parks, and for larger Parks and Preserves also includes driveways and very low-speed Local streets to provide access to internal facilities. Both the streets and the off-street network are well-connected and include pedestrian and bicycle facilities, even where natural features and large recreational areas limit street connections.

Mostly Recreational Land Uses

BUILDING FORM

- Typical buildings in this Place Type include recreation facilities, nature centers, restroom facilities, shelters, maintenance buildings, and accessory commercial structures such as concession stands.

- Building sizes vary depending on the purpose of the building and the setting.

- Buildings are typically low-rise.

OPEN SPACE

- Open space is the primary element of this Place Type.

- Depending on the purpose, the on-site open spaces typically include preserved natural areas, outdoor recreation facilities, or both. Examples of other open spaces include community or botanical gardens, arboreta, and landscaped areas.

CLOSEUP HIGHLIGHTS

A. Community gathering space with small-scale commercial uses such as cafes along roadway

B. Amenities interspersed throughout the public realm (benches, tables, trash receptacles, bike parking, etc.)

C. Active space including sports fields/courts, play area, and community garden

D. Safe multi-use paths, accommodating a lot of people and activation

E. Transition to Adjacent Place Types

BIRD'S EYE HIGHLIGHTS

(A) Increased tree canopy in open/passive spaces

(B) Frequent paths and connections (including to regional trails/greenways)

(C) Active space including sports fields/courts, play area, plaza, and community garden

(D) A mix of passive and active spaces

(E) New buildings in/along park including small low-intensity commercial node (eg. cafes) and civic buildings (eg. library, nature center, etc.)

Existing Place Type Layout

Aspirational Place Type Layout

Place Type graphics are conceptual and for illustrative purposes only

Typical Uses

Single Family Residential	Institutional
Single Family Attached Residential	Parking Lot
Multi-Family Residential	Closeup Graphic Viewpoint
Commercial	

NOTABLE CHARACTERISTICS

1. Buildings typically include recreation facilities, nature centers, restrooms, shelters, maintenance buildings, and small shops such as concession stands. Sizes vary depending on the purpose of the building and the setting, but are typically only a few stories.

2. Preserves provide a natural setting and may include a variety of ways to interact with it, including paths, trails, and recreation opportunities.

3. Parks include a variety of activities and facilities for active uses such as sports fields/courts, plazas, play areas, and gardens.

4. Parks and Preserves should all provide easy access and clear paths of travel.

URBAN FOREST

- Parks have very high canopy coverage (excluding cemeteries, sports and recreation fields, etc.).
- Corridors connecting people to this place type are forested or tree-lined.
- In active use areas, all non-use space is maximized with tree plantings, including line roadways, parking lots and walkways.
- Passive use areas of this place type are 90%+ canopy cover.

TRANSITIONS

- Transitions from most Parks and Preserves to other Place Types are typically not provided. However, landscape buffers and other light and sound mitigation techniques are applied where intensely used recreational facilities abut residential neighborhoods.

BUILDING PLACEMENT

- Setbacks in Parks and Preserves vary based on the context in which they are located.
- Buildings along all street frontages include operable entrances and, particularly in urban environments, significant transparency.

PARKING & LOADING

- Most Parks and Preserves include some surface parking for users of the facilities.
- Where there are buildings that require loading, these facilities are located to the rear of buildings and screened from street view.

BLOCK LENGTHS & STREET NETWORK

- The street network in Parks and Preserves varies greatly, depending on the use and size of the site.
- Preserves may have large contiguous natural areas that limit street connections. In these cases, pedestrian and bicycle facilities strengthen the internal network and provide connections to adjacent streets and neighborhoods.
- Parks and recreational areas typically have a fuller transportation network than Preserves, to provide direct access for all modes of transportation to facilities and playing fields.

PEDESTRIAN & BICYCLE FACILITIES

- Local and Arterial streets typically have 6-foot sidewalks with planting strips. Parks and recreational facilities in urban locations typically have at least 8-foot sidewalks and may include amenity zones. Larger parks typically have at least 8-foot sidewalks to encourage walking within the park and between facilities, while accommodating increased foot traffic.
- Shared use paths are provided where they are shown on the adopted Streets Map and along some internal local streets (for example, along main entrances and access roads into or through large Parks or Preserves). The internal pedestrian and bicycle network connects to these shared use paths at frequent intervals.
- Pedestrian access points into Parks and Preserves are direct and visible from adjacent streets.
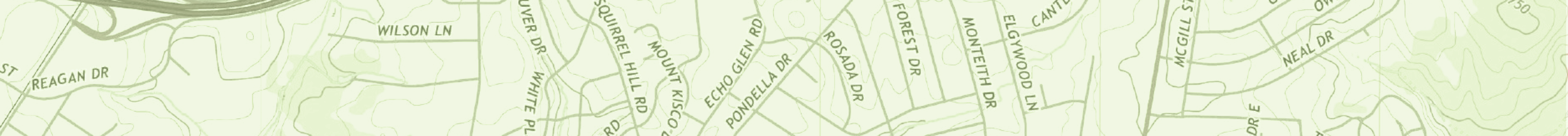
MODE SHARE

- Parks have a moderate to high level of non-auto mode trips, depending on their size and specific facilities. Preserves have a low to moderate level of non-auto mode trips, depending on the surrounding context.

ACCESS

- For Parks and Preserves, shared parking areas and on-site amenities are accessible from both Local streets and Arterial streets. Shared parking areas are also well-connected to internal pedestrian and bicycle facilities and are designed to provide clear and direct pedestrian pathways through the parking lots.

CURB LANE MANAGEMENT & ON-STREET PARKING

- For most Parks, on-street parking is expected along Local streets and may be provided along some Arterial streets. Parks and particularly Preserves in less urban locations may include Local streets without on-street parking if the street is designed for access to specific internal parking areas, trailheads, or other facilities.

- Parks designed for active recreation will have high turnover, requiring some degree of curb management to accommodate multiple users along local streets adjacent or within the site. Preserves typically have lower turnover and have limited need for curb management strategies.

TRANSPORTATION DEMAND MANAGEMENT

- There are moderate opportunities for Transportation Demand Management in recreational areas and parks where access is provided by multiple modes. Preservation areas will have limited opportunities for Transportation Demand Management strategies.

PLACE TYPES: COMMERCIAL

Goal: Provide places for the sale of goods and services in locations readily accessible by automobile.

Commercial places are primarily car-oriented destinations for retail, services, hospitality, and dining, often along major streets or near interstates.

LAND USE

- Typical uses include shopping centers, standalone retail uses, personal services, hotels, restaurants, and service stations.

CHARACTER

- This Place Type is characterized by low-rise retail structures with a walkable, landscaped public realm that balances automobile, bicycle, and pedestrian design elements.

MOBILITY

- Commercial places are typically located along high-volume arterial streets, limited access roadways, and near interstate interchanges.

- While uses and sites are generally automobile-oriented, streets are designed to accommodate safe and comfortable travel by all modes of travel.

- Cross-access between adjoining sites limits the number of driveways off arterial streets, thereby improving the public realm and circulation.

- Arterial streets support walking, cycling, and transit use by providing a safe and comfortable environment to reach transit stops, jobs, or nearby destinations.

Mostly Non-Residential Land Uses

BUILDING FORM

- The typical building height is four or fewer stories. If located in an interchange area, buildings may be up to 5 stories.

- Long, continuous buildings, especially strip commercial buildings, can be found in Commercial places. These buildings still accommodate the desired block structure and connected street network.

- Some sites include accessory drive through facilities and gas pumps.

- Buildings include entrances on the street-facing side(s) to provide pedestrian access from the public sidewalk.

OPEN SPACE

- This Place Type includes numerous improved open spaces such as plazas, patios, and courtyards that may include landscaping.

- Natural open spaces, such as tree preservation areas, are also found and encouraged here.

- Landscaping provides an attractive public realm by softening street edges.

CLOSEUP HIGHLIGHTS

A. Comfortable sidewalks with landscape buffers

B. Mid-block crossings

C. Active ground floors with patios/plazas typically behind buildings along major roadways

D. Buildings oriented to streets

E. Signage opportunities

F. Transition to Adjacent Place Types

Existing Place Type Layout

BIRD'S EYE HIGHLIGHTS

(A) Consolidated driveways and access points

(B) Frequent pedestrian connections to and between buildings and blocks

(C) 1-3 story infill buildings oriented towards the street with commercial, office, hospitality, and mixed-use

(D) On street and surface parking (located to the side and behind buildings as feasible)

(E) Increase in housing density near commercial activity

Aspirational Place Type Layout

Place Type graphics are conceptual and for illustrative purposes only

Typical Uses

- Commercial
- Single Family Residential
- Single Family Attached Residential
- Mixed Use
- Hospitality
- Office
- Institutional
- Parking Lot
- Closeup Graphic Viewpoint

NOTABLE CHARACTERISTICS

1. Buildings forms, sizes, and styles vary based on use, but typically buildings are placed along the street whenever feasible.

2. Windows, doors, and clear public entries are located along the street frontage with parking or services on the side or in the rear.

3. Wider planting strips, sidewalks and bike lanes along larger streets separate pedestrians and higher speed vehicles and provide a more comfortable pedestrian environment.

4. Limited parking and drive-though lanes are located between the sidewalk and the front door.

5. Outdoor dining areas along the sidewalk and street provide a more vibrant public realm.

6. Pedestrian connections are provided from the street and sidewalk directly to the front door of commercial buildings.

7. Developments with multiple retail tenants and clear pedestrian connections create a safe, walkable environment.

URBAN FOREST

- Tree canopy is made up of primarily street trees, trees in parking lot islands and along pedestrian paths. Where structured parking exists, trees are more integrated into courtyards, plazas and common areas.
- Newly constructed streets and sidewalks support the growth and longevity of large stature trees.
- In on-street and off-street parking areas, there is sufficient tree canopy cover to provide shade and more pleasant pedestrian experience.
- Tree canopy cover ranges from 25% - 35%.

TRANSITIONS

- Transitions use site-based elements such as parking, open space, and landscape buffers to create separation from less intense Place Types.

BUILDING PLACEMENT

- Buildings are typically located away from the street at a distance that still allows for safe and comfortable pedestrian connections from the public sidewalk.
- Some buildings, especially buildings on smaller parcels, may be located closer to the street.
- Buildings may be located near the side and rear property lines but are frequently separated from these edges. When abutting neighborhoods, the buildings are further from the property line and there is room for a landscaped buffer.

PARKING & LOADING

- Parking is typically provided on surface lots. While not discouraged, structured parking is usually not found in this Place Type.
- Surface parking is usually located to the side or rear of buildings. Surface parking in front of buildings is allowed, but the size should be limited.
- Parking lots in front of buildings provide a clear pedestrian path between the public sidewalk and building entrances.
- Loading and service areas are located to the rear of buildings and screened from streets.
- Parking areas and areas adjacent to buildings and destinations include accommodations for rideshare access, micro mobility options, and designated bike and scooter parking.

BLOCK LENGTHS & STREET NETWORK

- Commercial places are typically located along major arterial streets, and the street network has excellent internal and external connectivity.
- The network connects to and enhances the adjoining network to provide for route and mode choice and is dense enough to provide direct and efficient access from sites to arterials.
- The preferred block length is 500 feet and block lengths do not exceed 650 feet. The preferred block lengths provide the connectivity needed to support multiple route options within and to the Commercial places, surrounding destinations, and arterial streets, thereby encouraging the use of other modes of transportation and helping to disperse vehicular traffic.

PEDESTRIAN & BICYCLE FACILITIES

- Standard 6-foot sidewalks with planting strips on local, collector, and arterial streets are sufficient in most locations.
- Sites include clear and visible pedestrian access between the streets and the buildings.
- Separated bike lanes are provided on Arterial streets, sharrows are included on some Local streets. The bike network is complete, well-marked, safe, and easy to use.
- Shared use paths are provided where they are shown on the adopted Streets Map, and also between the street and buildings to connect the pedestrian and bicycle network to entries.

MODE SHARE

- Commercial places have primarily vehicular access.

ACCESS

- Commercial sites are primarily accessed from arterial or collector streets, but local streets are also utilized and are designed to provide safe connections from adjacent neighborhoods and places, to better accommodate all transportation modes.
- Commercial places have a limited number of driveways off arterial streets and cross access is necessary between adjacent sites.
- Alleys are also used to provide cross access between sites.

CURB LANE MANAGEMENT & ON-STREET PARKING

- On-street parking is found along local and collector streets adjacent to or within the internal network of Commercial places.
- Arterial streets are designed to accommodate higher traffic volumes and do not typically have on-street parking.
- The curb space along local and collector streets has moderate turnover and therefore requires a moderate amount of curb management to accommodate multiple users.

TRANSPORTATION DEMAND MANAGEMENT

- There are limited opportunities for Transportation Demand Management.

PLACE TYPES: CAMPUS

Goal: Provide places for large, multi-building institutions, such as educational, religious, civic, or health facilities, or for a concentration of office and research and development uses.

Campuses are a relatively cohesive group of buildings and public spaces that are all serving one institution such as a university, hospital, or office park.

LAND USE

- Primary uses vary, depending on the purpose of the Campus and may include facilities for office, research and development, education, medical, and places of assembly that require a significant amount of space for various activities spread across sites.

- Additional uses intended to support the primary use include residential, retail, hotels, restaurants and dining facilities, sports facilities, laboratories, and galleries intended to serve workers, residents and visitors.

CHARACTER

- This Place Type is characterized by low- to mid-rise office or civic buildings. Some institutional Campuses are more intensely developed and may include some high-rise buildings.

- Campuses may be on one large site or multiple adjacent sites that create a unified appearance with defined edges.

MOBILITY

- Campuses are typically located along at least one arterial street with an internal street network that encourages walking and bicycling, particularly when sites are located near transit routes and stops.

- More intensely developed institutional Campuses have a denser street network and a higher level of non-auto mode share than less intensely developed Campuses.

Mostly Non-Residential Land Uses

- Campuses should include amenity-rich transit stops and mobility hubs at key entries, stations, and intersections.

- Arterial streets support walking, cycling, and transit use by providing a safe and comfortable environment to reach transit stops or nearby destinations.

BUILDING FORM

- The typical building is an office or civic building and is usually no more than five stories. Residential buildings are also found in this Place Type but are less prevalent. More intensely developed institutional Campuses sometimes include high-rise buildings.

- Campuses usually have a variety of activities on site, and buildings vary depending on the needs of the primary user. As a result, Campuses have a range of building types and sizes.

- Buildings are designed with active ground floor uses to support a walkable environment and have a high degree of transparency using clear glass windows and doors.

OPEN SPACE

- Buildings are oriented toward streets when they are adjacent to streets. When internal to a Campus, buildings are oriented to and have prominent entrances that connect to the pedestrian network for the Campus.

- Buildings adjacent to on-site open spaces orient to these open spaces and include accessible building entrances from these areas.

- Open space is a key feature of this Place Type. The types and sizes of open spaces vary based on the use and development intensity.

- Campuses typically include numerous pervious areas. These include lawns, passive landscaped areas, park space, and natural open spaces.

- Improved open spaces such as plazas, courtyards, and outdoor recreational facilities are also an important feature for this Place Type and should be included in all types of Campuses.

CLOSEUP HIGHLIGHTS

A. Comfortable and convenient internal multi-modal connections

B. Highly amenitized public realm

C. Enhanced walkable "main street" connection to adjacent commercial development

D. Transition to Adjacent Place Types

BIRD'S EYE HIGHLIGHTS

(A) Frequent multi-use path connections between buildings (can double as service drives)

(B) A variety of building heights and densities

(C) Enhanced visual and physical connections to rail and surrounding developments

(D) Open spaces and community gathering spaces as a focal point of site design

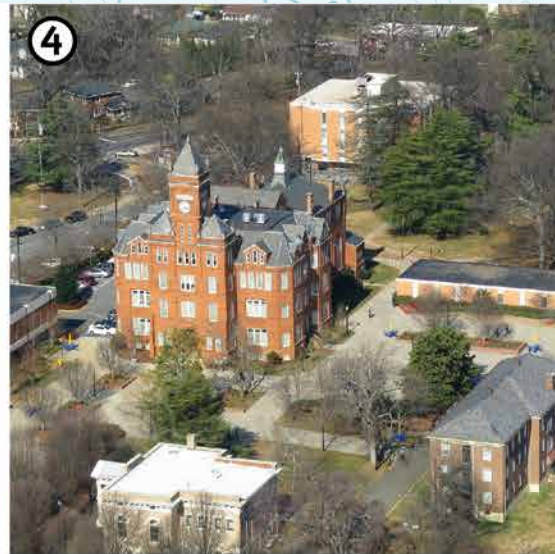(E) Surface parking and garage parking with green roofs when possible

Existing Place Type Layout

Aspirational Place Type Layout
Place Type graphics are conceptual and for illustrative purposes only

Typical Uses

- Institutional
- Commercial
- Mixed Use
- Office
- Single Family Attached Resi
- Multi-Family Residential
- Parking Lot/Garage
- Closeup Graphic Viewpoint

NOTABLE CHARACTERISTICS

1. Corporate campuses are often on larger undivided sites and integrate natural systems into the design of passive open space.

2. A traditional educational campus consists of multiple buildings in a more park-like environment, where the interior of the campus is largely pedestrian oriented.

3. An urban campus is organized by the street network much like traditional development.

4. Grand civic architecture often anchors campuses, particularly education campuses.

5. A high amount of active and passive open space is common on campuses and is used as an organizing element for buildings that front on the space.

6. Urban campuses typically include a large multi-wing building with associated buildings located nearby, but connected by private drives, structured parking and private open space.

7. Corporate campuses typically have multiple office buildings of a similar architectural style and highly designed open spaces.

8. The public edges of campuses should provide a welcoming public realm and architectural features that invite pedestrians into the campus.

URBAN FOREST

- Trees on campuses are healthy and iconic, serving as both unique landmarks and environmental assets.
- Where there is surface parking, significant tree canopy to shade impervious surfaces is a priority.
- Sidewalks and road medians are designed and built to support the growth and longevity of large stature, shade trees.
- Areas of passive-use mowed lawn include canopy cover in urban open spaces. On less intensely developed campuses, and especially in environmentally sensitive areas, tree cover is composed of diverse species and mature sizes to create a more natural ecosystem.
- Tree canopy cover ranges from 40-50%.

TRANSITIONS

- Transitions use site-based elements such as parking, open space, and landscape buffers to create separation from less intense Place Types.
- Building heights will be lower along edges abutting neighborhoods.
- Surface parking can be used to transition development intensity but should not be located immediately adjacent to bounding streets or other Place Types. (see Parking & Loading)

BUILDING PLACEMENT

- Buildings on less intensely developed Campuses are typically located away from the sidewalk, and lawns; and open spaces may be found between buildings and streets.
- Buildings on more intensely developed institutional Campuses are located near the back of the sidewalk on local and Main Streets; greater separation is provided on arterial streets where a greater distance between buildings and travel lanes is desirable.
- Campuses located adjacent to residential neighborhoods include front setbacks similar to setbacks provided on other sites along the street that are not part of the Campus.

- More intensely developed institutional Campuses have buildings and open spaces that line street frontages, providing an urban edge, while lawns and open spaces typically line the streets of less intensely developed Campuses.
- Outdoor seating or usable open spaces are located between the face of buildings and the sidewalks of more intensely developed institutional Campuses, and positively contribute to a lively streetscape and attractive public realm.
- Side and rear setbacks are not provided for more intensely developed institutional Campuses, except when abutting single family neighborhoods. When abutting neighborhoods, the setbacks are large enough to allow a landscaped buffer and separation between the buildings in this Place Type and the abutting residential neighborhood.
- For less intensely developed Campuses, side and rear setbacks are larger, reflecting the dispersed nature of the development.

PARKING & LOADING

- Campuses have a mix of structured and surface parking.
- Surface parking on less intensely developed Campuses is typically located to the side or rear of buildings and is designed to not conflict with the onsite pedestrian network. Any surface parking located between the building and the street is limited and provides a clear pedestrian path between the public sidewalk and building entrances.
- More intensely developed institutional Campuses typically have structured parking. Design structured parking to be screened or wrapped in other uses and consider green roofs. Any surface parking on these Campuses is located to the side or rear of buildings.
- Loading needed to service the Campus uses is located to the rear of buildings and screened from street view.
- Parking areas and areas adjacent to buildings and destinations include accommodations for rideshare access, micro mobility options, and designated bike and scooter parking.

BLOCK LENGTHS & STREET NETWORK

- More intensely developed institutional Campuses have the most dense and well-connected street network, to accommodate higher intensity uses, create route options and emphasize accessibility for multiple travel modes.
- For these Campuses, the preferred block length is 400 feet and blocks do not exceed 500 feet to create a dense and well-connected network.
- Less intensely developed Campuses might have slightly longer block lengths, but still have excellent internal and external connectivity to encourage the use of other travel modes and to help disperse traffic.
- For these Campuses, the preferred block length is 500 feet and blocks do not exceed 650 feet to provide the connectivity needed to support multiple route options.

PEDESTRIAN & BICYCLE FACILITIES

- More intensely developed institutional Campuses include 8-foot sidewalks with planting strips or amenity zones on local, collector, and arterial streets.
- Less intensely developed Campuses include 6-foot sidewalks with planting strips or amenity zones along, local, collector, and arterial streets.
- For all Campuses, Main Streets always include 10-foot sidewalks with an amenity zone.
- Sites include clear and direct pedestrian and bicycle access between the streets and the buildings and also a well-developed internal shared use path network to connect buildings across the site.
- Shared use paths are utilized where they are shown on the adopted Streets Map.
- For all Campuses separated bike lanes are provided on Arterial streets, sharrows are included on Local and internal streets. The bike network is complete, well-marked, safe, and easy to use.
- All Campuses must have a robust pedestrian and bicycle network with a clear and established hierarchy of routes and wayfinding.

MODE SHARE

- More intensely developed institutional Campuses typically have a high level of non-auto mode trips

(depending on primary use), while less intensely developed Campuses typically have a more moderate level of non-auto mode trips.

ACCESS

- Sites may be accessed off arterial streets, collectors, and local streets.
- Campuses have a limited number of driveways off arterial streets and more intensely developed institutional Campuses include cross access to limit the need for additional access points and improve internal access and circulation.
- Alleys are also used on more intensely developed institutional Campuses.
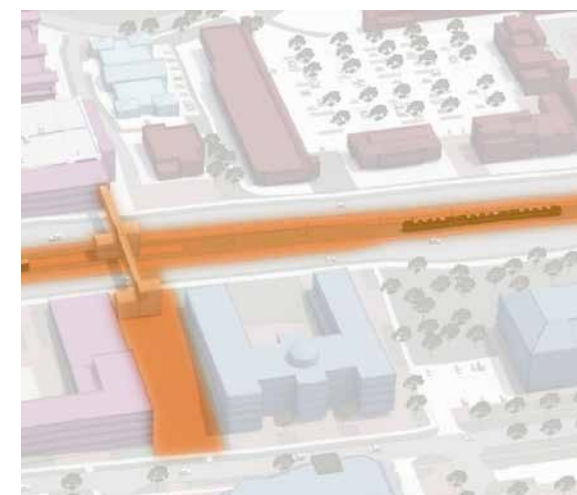
CURB LANE MANAGEMENT & ON-STREET PARKING

- In more intensely developed institutional Campuses, on-street parking is included along local streets, collector streets, and Main Streets, and may be included along some types of arterials.
- In less intensely developed Campuses, on-street parking is less prevalent, but might be included on some local streets, collector streets, and some types of arterials. On-street parking will always be included on Main Streets.
- The curb space has moderate to high amounts of turnover in more intensely developed institutional Campuses and will require some degree of curb management to accommodate multiple users.
- In lower-intensity Campuses, the curb space along local streets and collector streets has relatively low turnover and will require less curb management, depending on the type of Campus (Institutional Campuses might require more curb management for example).

TRANSPORTATION DEMAND MANAGEMENT

- There are excellent opportunities for transportation demand management for more intensely developed institutional Campuses and moderate opportunities for less intensely developed Campuses.

PLACE TYPES: MANUFACTURING AND LOGISTICS

Goal: Contribute to Charlotte's economic viability by accommodating places of employment for a range of uses related to manufacturing, logistics, production and distribution.

Manufacturing and Logistics places are employment areas that provide a range of job types, services, and wage levels in sectors such as production, manufacturing, research, distribution, and logistics.

LAND USE

- Primary uses include manufacturing, research and development, warehousing, distribution, and other similar uses.
- Uses in this Place Type also include limited office usually to support primary uses; outdoor storage of materials and vehicles; limited hospitality and restaurants, limited retail, and personal services to serve area workers.

CHARACTER

- This Place Type is typically characterized by large scale, low-rise manufacturing or warehouse buildings, and other assembly and distribution facilities.
- Parcels are often large, with buildings placed on the interior of the site surrounded by service areas, outdoor and container storage, parking, and landscape buffers to provide a transition to adjacent uses.

MOBILITY

- Manufacturing & Logistics places are accessible by higher capacity transportation facilities, such as arterials and interstates, as well as by freight rail. These places may also benefit from proximity to airports. Streets accommodate large trucks, while still serving all travel modes.
- The local and collector street network is well-connected to serve sites directly and to provide good access to arterials.
- Truck traffic will use routes that do not impact neighborhoods or open spaces.

Mostly Non-Residential Land Uses

- Streets and sites prioritize access for motor vehicles while still providing safe and comfortable access for other modes of travel.
- Mobility hubs with transit stations, pick-up and drop-off areas, bike parking and rental, and micro-mobility options should be provided within this Place Type to accommodate employees without access to a vehicle.
- Arterial streets support walking, cycling, and transit use by providing a safe and comfortable environment to reach transit stops, jobs, or nearby destinations.

BUILDING FORM

- The typical building is a high-bay, single-story manufacturing, or warehousing building.
- Buildings widely range in size and scale depending on their context and use.
- Long, continuous buildings can be found within Manufacturing & Logistics more so than in other Place Types. Nevertheless, buildings accommodate the desired block structure and connected street network.
- Buildings include entrances on the street side to provide pedestrian access from the public sidewalk.

OPEN SPACE

- Improved open spaces with Manufacturing & Logistics places are typically recreational facilities and picnic areas, walking trails, patios, and courtyards provided on individual sites and designed to be used by employees.

- Natural open spaces, such as tree preservation areas, are also found here.

- Within Manufacturing & Logistics places generous landscaped or natural buffers separate large site, less desirable uses, and the public realm.

CLOSEUP HIGHLIGHTS

A. Improved bike and pedestrian facilities and connections

B. Generous landscaping and buffers

C. Small shared outdoor gathering space for employees

D. Dedicated rideshare pickup/ dropoff locations

BIRD'S EYE HIGHLIGHTS

(A) Improved multi-modal street connections to accommodate multiple modes of transportation including freight

(B) Frequent pedestrian connections between buildings

(C) Large scale industrial building types of varying forms

(D) Infill cluster of office uses

(E) Infill node of commercial and mixed-use along major arterial

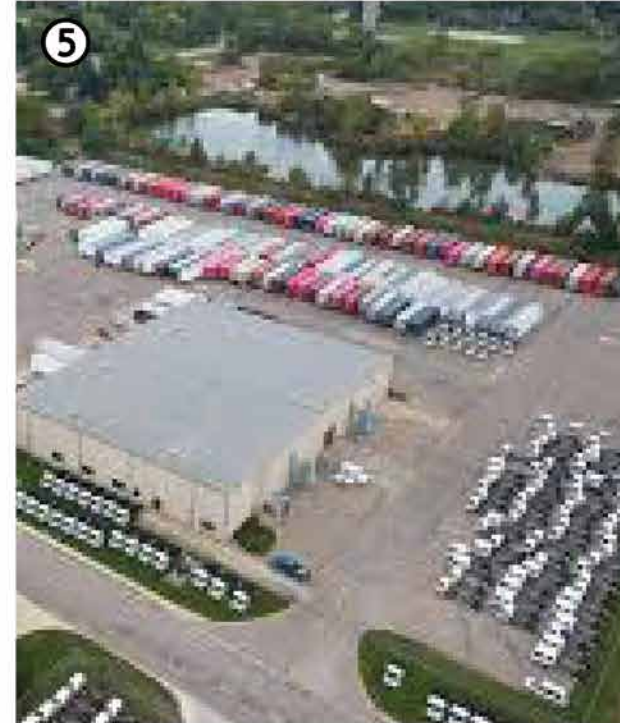(F) Ample open space transition to surrounding neighborhoods

Existing Place Type Layout

Aspirational Place Type Layout
Place Type graphics are conceptual and for illustrative purposes only

Typical Uses

- Industrial
- Single Family Residential
- Commercial
- Mixed Use
- Office
- Parking Lot
- Closeup Graphic Viewpoint

NOTABLE CHARACTERISTICS

1. Outdoor storage of materials, storage and distribution are common elements of industrial development, but should be screened from the public realm.

2. Some heavy manufacturing uses contain taller elements such as smokestacks and cooling towers.

3. Large distribution warehouses that accommodate a high volume of large truck traffic are common and should still include clear entries and connections to the public realm.

4. The outdoor storage and movement of heavy equipment is common, such as train depots and inter-modal yards.

5. The outdoor storage of trucks, materials and equipment occur when larger buffers can be accommodated at the edges.

6. Contractor storage yards, metal recycling and materials recycling can occur when separated by larger, undisturbed natural buffers.

7. The airport and its associated facilities are found in this Place Type.

8. Warehouse buildings accommodate a high volume of large truck traffic and should be designed to do so safely, and out of view of the public realm.

URBAN FOREST

- Much of tree canopy is located in buffer areas on privately-held land.

- Rights-of-way and private land adjacent to public streets are planted with trees appropriate for the space available and industrial use by large trucks.

- Where there are large open areas surrounding buildings, there are protected woodland areas and tree canopy.

- Newly constructed parking areas are designed and constructed to accommodate shade trees (options: increasing planter size, using linear planters, using structural soils, installing permeable pavement materials around trees, providing irrigation, and other innovative solutions).

- Tree canopy cover ranges from 25% - 35%.

TRANSITIONS

- Transitions from Manufacturing & Logistics places use site-based elements such as parking, open space, and landscape buffers to create separation from less intense Place Types.

- In instances where an industrial facility includes a structure that requires increased height, the structure is located so that it does not significantly visually or physically impact nearby residential areas.

BUILDING PLACEMENT

- Buildings are typically located away from the street.

- Buildings may be located near the side and rear property lines but are frequently separated from these edges. When abutting neighborhoods, the buildings are further from the property line and there is room for a landscaped buffer.

PARKING & LOADING

- Parking is typically provided on surface lots located to the side and rear of buildings. Surface parking in front of buildings is allowed, but the size should be limited.

- Parking that is located between the building and the street is limited to the spaces needed for customers and employees.

- Parking lots in front of buildings provide a clear pedestrian path between the public sidewalk and building entrances.

- Loading docks and vehicle storage are located to the side or rear of buildings and screened from streets.

- Parking areas and areas adjacent to buildings and destinations include accommodations for rideshare access, micro mobility options, and designated bike and scooter parking.

BLOCK LENGTHS & STREET NETWORK

- Manufacturing & Logistics places allow the least dense network due to the relatively low intensity and mix of uses, but still provide good internal and external connections to adjoining streets and developments.
- The connected network provides for direct and efficient truck access to arterials from local and collector streets and accommodates multiple modes of transportation.
- The preferred block length is 600 feet and block lengths typically do not exceed 1,000 feet. The longer block lengths help accommodate larger industrial buildings as necessary.

PEDESTRIAN & BICYCLE FACILITIES

- Standard 6-foot sidewalks with planting strips on local, collector, and arterial streets are sufficient in most locations.
- Pedestrian crossings are provided across site barriers such as rail lines, where needed to connect to the pedestrian network.
- Sites include clear and direct pedestrian and bicycle access between streets and the buildings.
- Shared use paths are provided where they are shown on the adopted Streets Map.
- Bike lanes are provided on Arterial streets, sharrows are included on Local and internal streets. The bike network is complete, well-marked, safe, and easy to use.

MODE SHARE

- Manufacturing & Logistics places typically have a low level of non-auto mode trips.
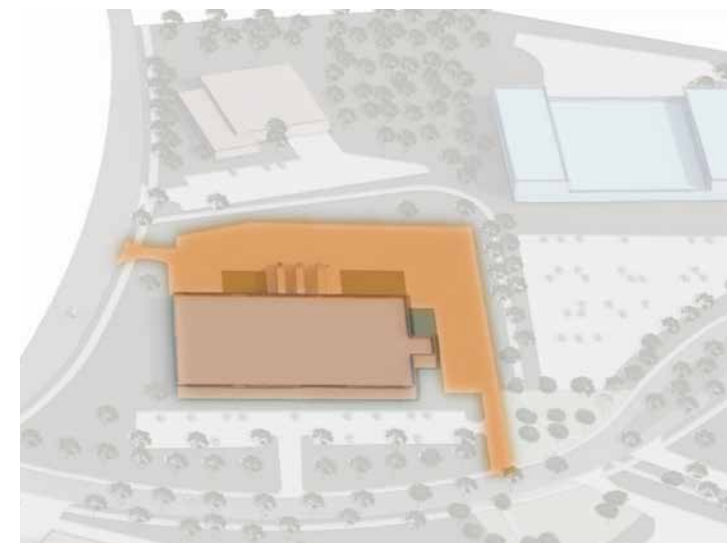
ACCESS

- Direct access is from arterials, collector, or local streets that do not require truck traffic to traverse through residential neighborhoods.
- Cross access is provided whenever possible to help limit the need for additional access points off arterial streets.

CURB LANE MANAGEMENT & ON-STREET PARKING

- On-street parking is permitted along local and collector streets but is not typically provided along arterial streets.
- The curb space along local and collector streets will have low turnover and will not require active curb management.

TRANSPORTATION DEMAND MANAGEMENT

- There are limited opportunities for Transportation Demand Management.

PLACE TYPES: INNOVATION MIXED-USE

Goal: Contribute to Charlotte's economic viability by providing mixed-use urban places that include light manufacturing, office, residential, and retail.

Innovation Mixed-Use places are vibrant areas of mixed-use and employment, typically in older urban areas, that capitalize on Charlotte's history and industry with uses such as light manufacturing, office, studios, research, retail, and dining.

LAND USE

- Typical uses include office, research and development, studios, light manufacturing, showrooms, hotels, and multi-family residential.
- Uses in this Place Type also include retail, personal services, restaurants, and bars, and limited warehouse and distribution associated with light manufacturing and Fabrication.

CHARACTER

- This Place Type is characterized by adaptively reused buildings and low to mid-rise single-use structures that are transitioning to vertically integrated uses in a pedestrian-oriented environment.

MOBILITY

- Innovation Mixed-Use places are accessible by higher capacity facilities such as arterials and may also include access from interstates and freight rail. Streets serve all travel modes while still accommodating large trucks along primary arterial streets. The local and collector street network is well-connected to serve sites directly and to provide good access to arterials.
- Truck traffic will use routes that do not impact neighborhoods or open spaces.
- Mobility hubs with transit stations, pick-up and drop-off areas, bike parking and rental, and micro-mobility options should be provided within this Place Type to accommodate employees without access to a vehicle.
- Arterial streets support walking, cycling, and transit use by providing a safe and comfortable environment to reach transit stops, jobs, or nearby destinations.

Mostly Non-Residential Land Uses

BUILDING FORM

- The typical building in Innovation Mixed-Use places is an older industrial structure that has been adaptively reused.
- Newer office, residential, and mixed-use buildings with heights up to six stories are found in this Place Type.
- New buildings are designed with active ground floor uses to support a vibrant pedestrian environment. They have tall ground floors and a high degree of transparency using clear glass windows and doors.
- All buildings are designed to orient to streets, whether reused or new, with prominent entrances providing pedestrian access from the public sidewalk.
- Buildings also orient toward existing or planned on-site open spaces and abutting parks and greenways.

OPEN SPACE

- This Place Type includes improved numerous open spaces such as plazas, patios, and courtyards that may include landscaping.

- Public open spaces such as small parks and greenways, and natural open spaces such as tree preservation areas, are also an important feature and should be included in Innovation Mixed-Use places.

CLOSEUP HIGHLIGHTS

A. Active and passive community gathering spaces

B. Adaptive reuse of light industrial or underutilized buildings, embracing unique history and form

C. Regular rail crossings

D. Increased tree canopy

Existing Place Type Layout

BIRD'S EYE HIGHLIGHTS

(A) Infill/redevelopment (adaptive reuse when possible) including light industrial, light industrial mixed use, medium to high density residential, and commercial

(B) A variety of innovation mixed-use uses which may include breweries/distilleries, office, research, light manufacturing, art/exercise studios, hotels, coworking space, etc.

(C) Improved multi-modal street connections to accommodate multiple modes of transportation including freight

(D) Frequent pedestrian connections to and between buildings and blocks and across rail lines

(E) Small parking lots and garages located to the side and behind buildings as feasible

(F) Transition to surrounding neighborhoods

(G) Design references the CAMP North End Master Plan (as one example area)

Typical Uses

	Light Industrial
	Single Family Residential
	Single Family Attached Residential
	Office
	Institutional
	Light Industrial Mixed Use
	Mixed Use
	Commercial
	Parking Lot / Garage
	Closeup Graphic Viewpoint

Aspirational Place Type Layout

*Place Type graphics are conceptual and for illustrative purposes only*

NOTABLE CHARACTERISTICS

1. The reuse of buildings for small scale production and distribution like breweries, bakeries, and similar businesses is common and encouraged.

2. Self storage coupled with ground floor commercial space integrate this use into a mixed use, walkable place.

3. Creative office space often occupies buildings not originally created for office use.

4. Mixed Use Residential buildings may be integrated into post industrial buildings.

5. Preservation of significant industrial buildings for new uses is common in areas that want to maintain a character that honors the past.

6. Small older purpose built warehouses can become the framework for a wide range of development infill.

7. New office buildings can take on the character of a transitioning industrial area and provide a mix of old and new building styles.

8. Newly built, smaller scale flex buildings that house office uses in conjunction with limited distribution are common. Truck traffic is lower than Manufacturing and Logistics uses, minimizing the impacts to adjacent neighborhoods.

URBAN FOREST

- Tree canopy cover is primarily provided by street trees, pocket parks, and buffer areas, supporting pleasant pedestrian experience and environmental benefits.
- Newly constructed, and redeveloped streets and sidewalks support large stature trees.
- In all parking areas, sufficient trees are planted to mitigate heat island effect and stormwater runoff.
- Greater use of innovative approaches to support tree planting and growth, such as pervious pavement and green infrastructure, are encouraged.
- Tree canopy cover ranges from 35% - 45%.
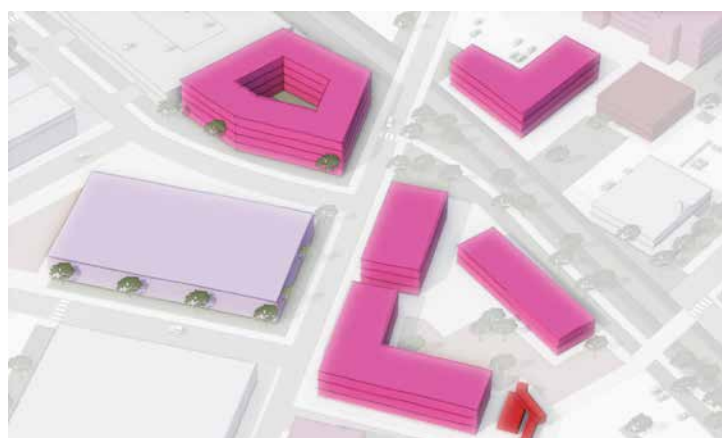
TRANSITIONS

- Transitions from Innovation Mixed-Use places use site-based elements such as parking, open space, and landscape buffers to create separation from less intense Place Types.
- Building heights will be lower along edges abutting neighborhoods.

BUILDING PLACEMENT

- Buildings are typically located near the back of the sidewalk on local and main streets, and on arterial streets greater separation between the building and street travel lanes is provided.
- New buildings are intended to line street frontages while existing reused buildings will provide an urban edge using urban open space and other site elements.
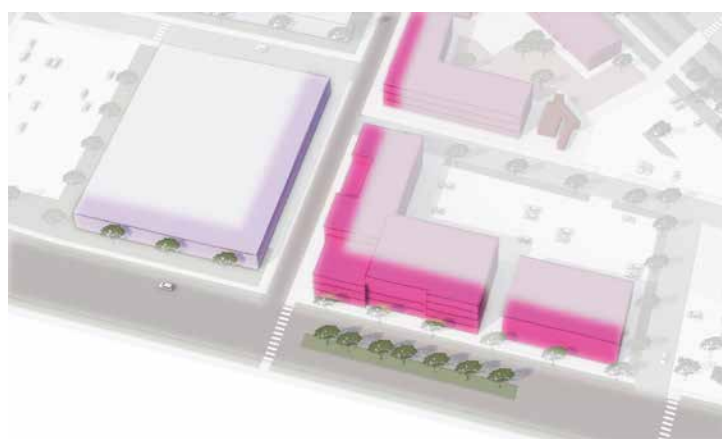
- Buildings are located near the side and rear property lines. When abutting neighborhoods, the buildings are further from the property line and there is room for a landscaped buffer.
- Space between the sidewalk and the face of buildings contains outdoor seating or usable open space that contributes to a lively streetscape and a robust public realm.

PARKING & LOADING

- Parking is provided primarily on surface parking lots but can occur in parking decks associated with new buildings.
- Surface parking is located to the side and rear of buildings.
- Parking areas and areas adjacent to buildings and destinations include accommodations for rideshare access, micro mobility options, and designated bike and scooter parking.

BLOCK LENGTHS & STREET NETWORK

- The more urban/transitional nature of Innovation Mixed-Use places requires excellent internal and external connectivity.
- The street network connects to and enhances the adjoining network to provide for route and mode choice and is dense enough to provide direct and efficient access from sites to arterials, particularly to reduce truck traffic on local streets.

- The preferred block length is 500 feet and block lengths typically do not exceed 650 feet. The preferred block lengths provide the connectivity needed to support route options within and to the Innovation Mixed-Use places and surrounding destinations and arterial streets, thereby encouraging the use of other modes of transportation and helping to disperse vehicular traffic.

PEDESTRIAN & BICYCLE FACILITIES

- 8-foot sidewalks with planting strips or amenity zones on local, collector, and arterial streets are sufficient in most Innovation Mixed-Use places.
- 10-foot sidewalks with a hardscape amenity zone are found along Main Streets.
- Frequent pedestrian crossings are provided across site barriers such as rail lines.
- Sites include clear and direct pedestrian and bicycle access between the streets and the buildings.
- Shared use paths are provided where they are shown on the adopted Streets Map.
- Bike lanes or separated bike lanes are provided on Arterial streets, sharrows are included on Local streets. The bike network is complete, well-marked, safe, and easy to use.

MODE SHARE

- Innovation Mixed-Use places have a moderate to high level of non-auto mode trips.

ACCESS

- Direct access is from arterials, collectors, or local streets that do not require trucks to traverse through residential neighborhoods.
- Sites and internal networks provide cross access between parking lots to limit the need for additional access points from streets.
- Alleys are also used as part of the internal network to improve connectivity between sites.

CURB LANE MANAGEMENT & ON-STREET PARKING

- On-street parking is included on local streets, collector streets, and Main Streets, and may be provided along some types of arterials.
- The curb space has moderate to high amounts of turnover and requires some curb management to accommodate multiple users.

TRANSPORTATION DEMAND MANAGEMENT

- There are moderate to high opportunities for Transportation Demand Management.

PLACE TYPES: NEIGHBORHOOD CENTER

Goal: Provide places that have a pedestrian-friendly focal point of neighborhood activity where nearby residents can access daily shopping needs and services within a 5-10 minute walk or a short drive.

Neighborhood Centers are small, walkable mixed-use areas, typically embedded within neighborhoods, that provide convenient access to goods, services, dining, and residential for nearby residents.

LAND USE

- Typical uses include retail, restaurants, personal services, institutional, multi-family, and offices.

- Some types of auto-oriented uses, well-designed to support walkability, may be located on the edges of this Place Type.

Mostly Non-Residential Land Uses

CHARACTER

- This Place Type is typically characterized by low-rise commercial, residential civic/institutional, and mixed-use buildings in a pedestrian-oriented environment. Some limited mid-rise buildings can be expected in certain Neighborhood Centers.

MOBILITY

- Neighborhood Centers are easily and directly accessible from nearby neighborhoods to encourage walking and cycling, and to support the concept of a complete neighborhood.

- The Local street network is well-connected, designed for slow traffic, and includes good pedestrian facilities.

- Arterial streets provide for safe and comfortable pedestrian, bicycle, and transit travel along and across them for easy access to and from the Neighborhood Center and surrounding areas.

BUILDING FORM

- The typical building type is a commercial, institutional, or multi-family building of four stories or fewer.

- Buildings are designed with active ground floor uses to support a vibrant pedestrian environment.

- Buildings, especially non-residential structures, have tall ground floors and a high degree of transparency using clear glass windows and doors.

- Buildings orient to streets with prominent entrances connected directly to the public sidewalk. Buildings also orient toward existing or planned on-site open spaces and abutting parks and greenways.
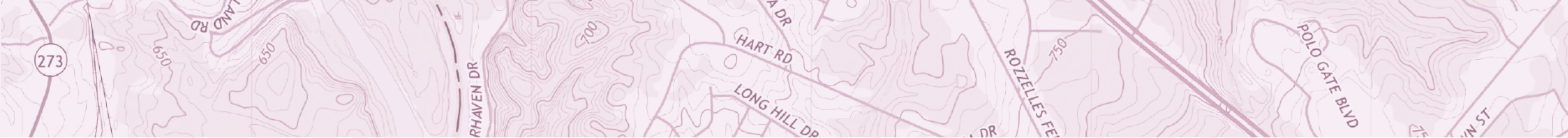
OPEN SPACE

- Neighborhood Centers include numerous improved open spaces such as plazas, patios, and courtyards that may include landscaping.

- Public open spaces such as small parks and greenways, and natural open spaces such as tree preservation areas, are also an important feature and should be included in centers.

CLOSEUP HIGHLIGHTS

A. Pedestrian-friendly focal point of neighborhood activity

B. Ground floors with retail, front porches, or other active uses

C. Comfortable sidewalks with street trees

D. Highly amenitized public realm with small plazas/gathering spaces

E. Improved pedestrian connectivity and safe crossings

F. Rooftop patios

G. Transition to Adjacent Place Types

Existing Place Type Layout

BIRD'S EYE HIGHLIGHTS

(A) Infill development on existing parking lots and underutilized parcels

(B) Low-rise buildings (4 stories or less) oriented to the street with active ground floors to support a vibrant pedestrian environment

(C) Increased mix of uses including commercial, residential, office, institutional, and mixed-use

(D) Improved pedestrian, bicycle, and vehicular connectivity

(E) Frequent pedestrian connections to and between buildings and blocks

(F) Primarily on-street parking and small surface lots

(G) Transition down in intensity or open space buffer to adjacent neighborhoods
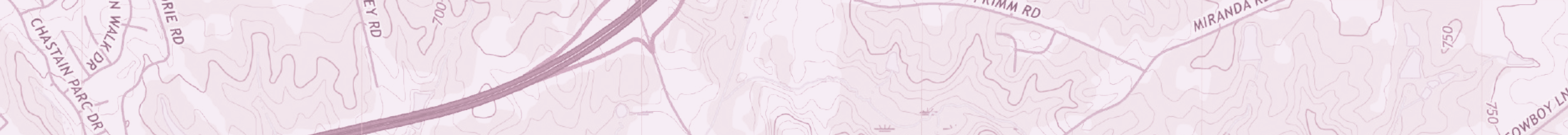
Typical Uses

- Commercial
- Mixed Use
- Single Family Residential
- Single Family Attached Residential
- Multi-Family Residential
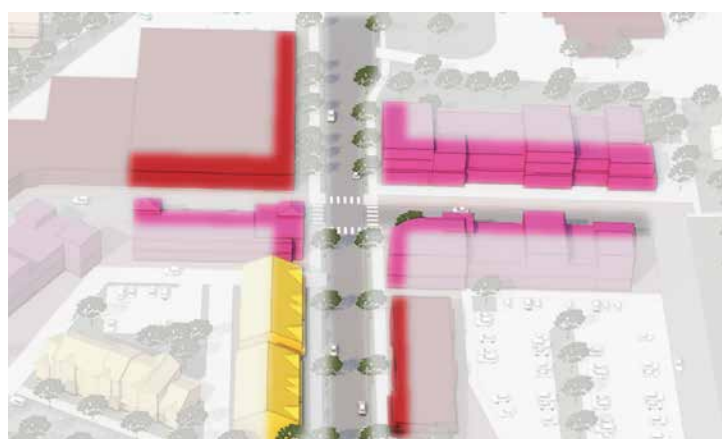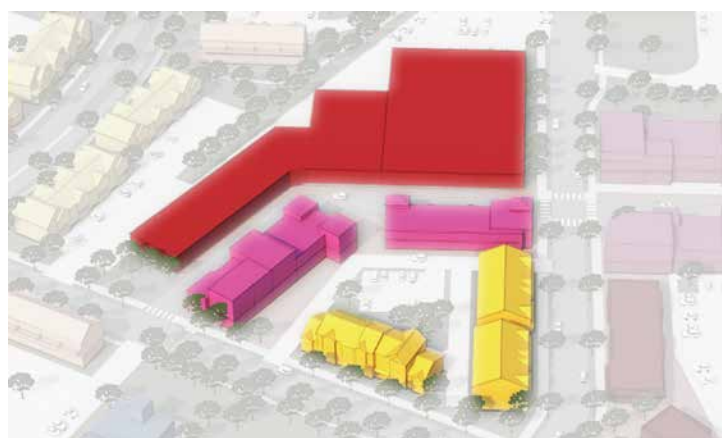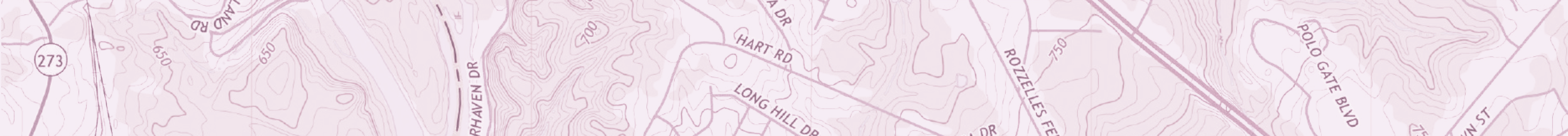- Institutional
- Parking Lot
- Closeup Graphic Viewpoint

Aspirational Place Type Layout
Place Type graphics are conceptual and for illustrative purposes only

CHARLOTTE FUTURE 2040 COMPREHENSIVE PLAN

NOTABLE CHARACTERISTICS

1. Buildings come in a variety of styles and uses including commercial, institutional, or multi-family, they are typically small-scale and less than four stories.

2. Commercial buildings should have a highly transparent and active ground floor uses to support a vibrant pedestrian environment, where uses may spill into the public realm.

3. A large, comfortable public realm is key to creating walkable, mixed-use environments that support local businesses and other active uses.

4. Buildings orient to streets with prominent entrances connected directly to the public realm. Buildings also orient toward shared open spaces, parks and greenways.

5. A variety of uses provide diverse goods and services to neighborhoods.

URBAN FOREST

- Tree canopy is made up of primarily street trees and along pedestrian paths to reduce heat stress.

- Tree canopy is accommodated on-site with internal trees located on lawns and urban open space. Newly constructed and rehabilitated streets, sidewalks, plazas, and pocket parks on public and private properties support the growth and longevity of large stature trees.

- Transitional buffers and screening provide an opportunity for increased canopy.

- In on-street and off-street parking areas, design and construction criteria are such that there are sufficient trees planted to screen surface parking and mitigate heat island effect and stormwater run-off. Greater use of pervious pavement and green infrastructure will be encouraged.

- Tree canopy cover ranges from 25% - 35%. 90% of all public and street planting sites will have trees.

TRANSITIONS

- Transitions from Neighborhood Centers use site-based elements such as parking, open space, and landscape buffers to create separation from less intense Place Types.

- Building heights will be lower along edges abutting neighborhoods.

BUILDING PLACEMENT

- Buildings are typically located near the back of the sidewalk on local and main streets, and on arterial streets greater separation between the building and street travel lanes is provided.
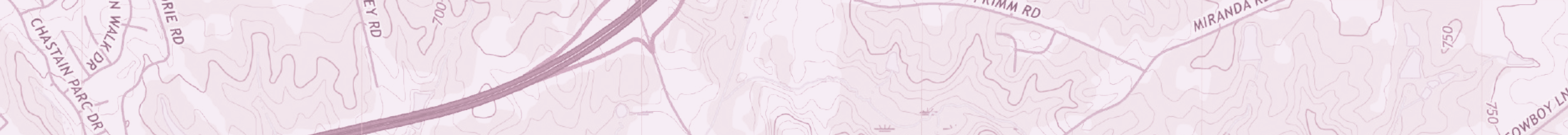
- A majority of the street frontage is occupied by buildings and urban open spaces, particularly on primary frontages.

- Buildings are located near the side and rear property lines. When abutting neighborhoods, the buildings are further from the property line and there is room for a landscaped buffer.

- Space between the sidewalk and the face of buildings contains outdoor seating or usable open space that contributes to a lively streetscape and a robust public realm.

PARKING & LOADING

- Parking is typically limited and located in small parking structures associated with new development, or small surface lots, located to the side or rear of buildings.

- The ground floor of structured parking facilities includes active uses when fronting streets.

- Loading facilities are located to the rear of buildings and screened from street view.

- Parking areas and areas adjacent to buildings and destinations include accommodations for rideshare access, micro mobility options, and designated bike and scooter parking.

BLOCK LENGTHS & STREET NETWORK

- Neighborhood Centers have a dense street network to reflect the high emphasis on accessibility by all modes. Short block lengths allow for more connections and create more (and shorter) route options to and through the Neighborhood Center, thereby encouraging walking and cycling, while helping disperse vehicular traffic.

- The preferred block length is 400 feet and generally does not exceed 500 feet.

PEDESTRIAN & BICYCLE FACILITIES

- Local and Arterial streets have 8-foot sidewalks with amenity zones or planting strips. Planting strips are only used on connecting Local streets with lower density residential uses or on non-parked Arterials outside the core of the Neighborhood Center.

- Main streets have 10-foot sidewalks with an amenity zone.

- Sites include a robust internal pedestrian network to encourage walking between buildings, and excellent connections to adjoining sites and neighborhoods, to reduce unnecessary auto trips to and within the Neighborhood Center.

- Sites always include clear and direct pedestrian and bicycle access between streets and the buildings.

- Shared use paths are provided where they are shown on the adopted Streets Map.

- Bike lanes are provided on Arterial streets, sharrows are included on Local and internal streets. The bike network is complete, well-marked, safe, and easy to use.

MODE SHARE

- Neighborhood Centers have a moderate to high level of non-auto mode trips due in part to being able to provide a "park once" environment.
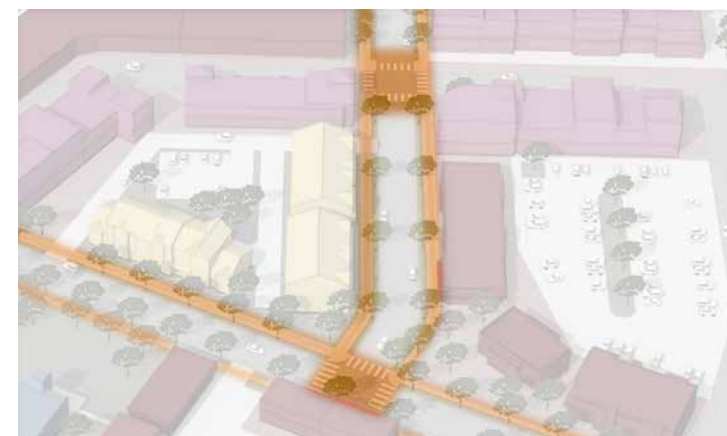
ACCESS

- On-site parking is accessible from Local streets or alleys, rather than directly from Arterials.

- Driveways are limited or consolidated (preferably one per block) to maintain a pedestrian-focused public realm.

- Cross access is used to help limit the number of driveways and reduce short distance auto trips on the Arterial streets. Alleys are often used as part of the internal network to improve connectivity between sites, and/or to provide for deliveries, access to parking decks, and access to loading zones.

- Driveways are designed and located to align on either side of Local Streets.

CURB LANE MANAGEMENT & ON-STREET PARKING

- On-street parking is required along Local and Main streets and may be provided along some Arterial streets.

- The curb space has high turnover, particularly along local and Main streets, requiring curb lane management to accommodate multiple users.

TRANSPORTATION DEMAND MANAGEMENT

- There are significant opportunities for Transportation Demand Management.

PLACE TYPES: COMMUNITY ACTIVITY CENTER

Goal: Provide places that have a concentration of primarily commercial and residential activity in a well-connected, walkable place located within a 10-minute walk, bike, or transit trip of surrounding neighborhoods.

Community Activity Centers are mid-sized mixed-use areas, typically along transit corridors or major roadways, that provide access to goods, services, dining, entertainment, and residential for nearby and regional residents.

LAND USE

- Typical uses are retail, restaurant and entertainment, and personal services.
- Some multi-family and office may also be located in this Place Type. In Transit Station Areas, multi-family and/or office may be primary uses.
- Some types of auto-oriented uses, well-designed to support walkability, may be located outside of the core of this Place Type.

CHARACTER

- This Place Type is characterized by low to mid-rise commercial, residential, civic/institutional, and mixed-use buildings in a pedestrian-oriented environment.
- Community Activity Centers in Transit Station Areas are typically more intensely developed than Community Activity Centers in other locations.

MOBILITY

- These Place Types include a transportation network that supports highly accessible "10-minute neighborhoods" and a "park once" environment.
- Community Activity Centers are typically located at or near key intersections or on major Arterials with transit service.
- The Local street network is well-connected, with small blocks and highly walkable connections along streets and between destinations.
- There are frequent opportunities to cross adjacent Arterials, and the pedestrian network accommodates large groups of people.

Mostly Non-Residential Land Uses

- Easy access and direct connections to nearby residential neighborhoods help reduce trip lengths, keeps some cars off the Arterials, and encourages transit use, walking, or bicycling.
- Mobility hubs with transit stations, pick-up and drop-off areas, bike parking and rental, and micro-mobility options should be provided within this Place Type to accommodate the high-level non-vehicular traffic.

BUILDING FORM

- The typical building is a commercial, institutional, multi-family or mixed-use building of five to seven stories. Some buildings in Transit Station Areas are taller.
- Buildings are designed with active ground floor uses to support a vibrant pedestrian environment.
- Buildings, especially non-residential structures, have tall ground floors and a high degree of transparency using clear glass windows and doors.
- Buildings orient to streets with prominent entrances connected directly to the public sidewalk. Buildings should also orient toward existing or planned on-site open spaces and abutting parks and greenways.

OPEN SPACE

- Improved open space is a key feature of this Place Type.

- Community Activity Centers include numerous improved open spaces such as plazas, patios, and courtyards that may include landscaping.

- Public open spaces such as small parks and greenways, and natural open spaces such as tree preservation areas, are also an important feature and should be included in centers.

CLOSEUP HIGHLIGHTS

A. Wide sidewalks with hardscape amenity zone or landscape zone

B. Regular street trees on core streets

C. Highly amenitized public realm with frequent open spaces

D. Ground floors with retail, patios, or other active uses

E. Upper story balconies and rooftop patios

F. Improved multi-modal connectivity and mobility hub amenities

G. Well-connected, amenity-rich transit stops

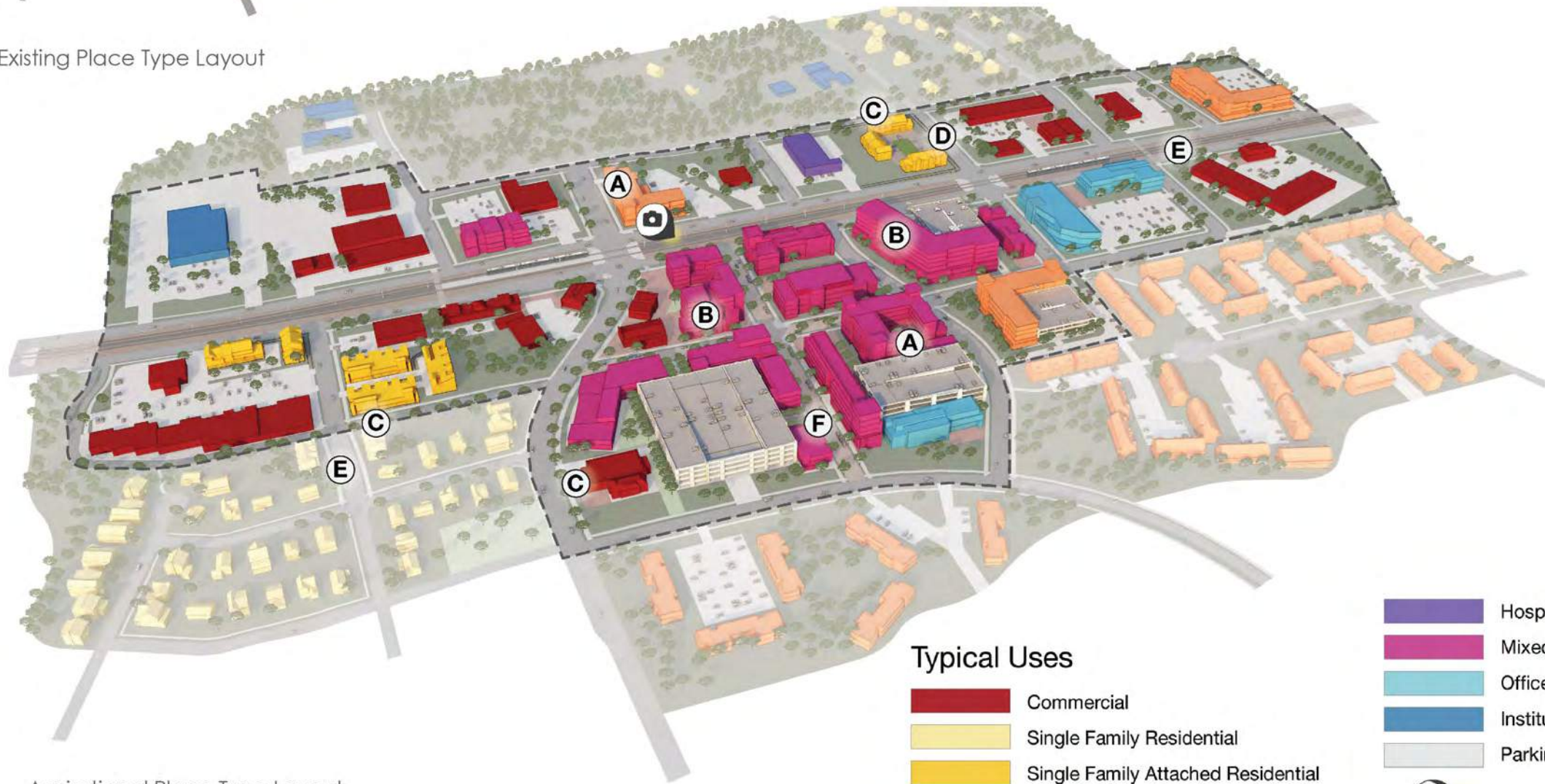H. On-street parking and screened or wrapped parking lots/structures

BIRD'S EYE HIGHLIGHTS

(A) Infill development on existing parking lots and underutilized parcels

(B) Mid-rise mixed-use (5 to 7 stories), active ground floors with office or residential above, orienting to street or public space

(C) Transition down in intensity to neighborhoods

(D) Small walkable blocks in organized grid pattern

(E) Improved pedestrian, bicycle, and vehicular circulation and connectivity to adjacent neighborhoods

(F) On-street parking and screened or wrapped parking lots/structures

Existing Place Type Layout

Aspirational Place Type Layout
Place Type graphics are conceptual and for illustrative purposes only

Typical Uses

- Commercial
- Single Family Residential
- Single Family Attached Residential
- Multi-Family Residential
- Hospitality
- Mixed Use
- Office
- Institutional
- Parking Lot/Garage
- Closeup Graphic Viewpoint

CHARLOTTE FUTURE 2040 COMPREHENSIVE PLAN

NOTABLE CHARACTERISTICS

1. Buildings come in a variety of styles and uses including commercial, institutional, or multi-family, they are typically between five to seven stories but may be taller in Transit Station areas.

2. Commercial buildings should have a highly transparent and active ground floor to support a vibrant pedestrian environment, where uses spill into the public realm.

3. A large, comfortable public realm with many amenities is key to creating walkable, mixed-use environments that support local businesses, residents, and other active uses.

4. Buildings orient to streets with prominent entrances connected directly to the public realm. Buildings also orient toward shared open spaces, parks and greenways.

5. A tall ground floor, stepbacks and articulation in the facade helps create a human scale and a vibrant public realm.

6. Uses provide diverse goods and services to neighborhoods and surrounding areas.

URBAN FOREST

- Tree canopy is made up of primarily street trees and along pedestrian paths to reduce heat stress.

- Tree canopy is accommodated on-site with internal trees located on lawns and urban open space. Newly constructed and rehabilitated streets, sidewalks, plazas, and pocket parks on public and private properties support the growth and longevity of large stature trees.

- In on-street and off-street parking areas, design and construction criteria are such that there are sufficient trees planted to mitigate heat island effect and stormwater run-off. Greater use of innovative approaches such as pervious pavement and green infrastructure will be encouraged.

- Tree canopy cover ranges from 20% - 30%. 90% of all public and street planting sites will have trees.

TRANSITIONS

- Transitions use site-based elements such as parking, open space, and landscape buffers to create separation from less intense Place Types.

- Building heights will be lower along edges abutting neighborhoods.

BUILDING PLACEMENT

- Buildings are typically located near the back of the sidewalk on local and main streets, and on arterial streets greater separation between the building and street travel lanes is provided.

- A majority of the street frontage is occupied by buildings and urban open spaces, particularly on primary frontages.

- Buildings are located near the side and rear property lines. When abutting neighborhoods, the buildings are further from the property line and there is room for a landscaped buffer.

- Space between the sidewalk and the face of buildings contains outdoor seating or usable open space that contributes to a lively streetscape and a robust public realm.

PARKING & LOADING

- Parking is typically limited and located in parking structures. Structured parking is designed to be screened or wrapped in other uses and should consider green roofs. Small surface parking lots are sometimes located to the side or rear of buildings.

- The ground floor of structured parking facilities includes active uses when fronting streets.

- Loading facilities are located to the rear of buildings and screened from street view.

- Parking areas and areas adjacent to buildings and destinations include accommodations for rideshare access, micro mobility options, and designated bike and scooter parking.

BLOCK LENGTHS & STREET NETWORK

- Community Activity Centers have a dense street network to reflect the high emphasis on accessibility by all modes. Short block lengths allow for more connections and create more (and shorter) route options to and through the Community Activity Center, thereby encouraging walking and cycling, while helping disperse vehicular traffic.

- The preferred block length is 400 feet and generally does not exceed 500 feet.

PEDESTRIAN & BICYCLE FACILITIES

- Local and Arterial streets have 8-foot sidewalks with amenity zones or planting strips. Planting strips are only used on connecting Local streets with lower density residential uses or on non-parked Arterials outside the core of the Community Activity Center.

- Main streets have 10-foot sidewalks with an amenity zone.

- Sites include a robust internal pedestrian network to encourage walking between buildings, and excellent connections to adjoining sites and neighborhoods, to reduce unnecessary auto trips to and within the Community Activity Center.

- Sites always include clear and direct pedestrian and bicycle access between streets and the buildings.

- Shared use paths are provided where they are shown on the adopted Streets Map.

- Separated bike lanes are provided on Arterial streets, sharrows are included on Local and internal streets. The bike network is complete, well-marked, safe, and easy to use.

MODE SHARE

- Community Activity Centers have a moderate to high level of non-auto mode trips due in part to being able to provide a "park once" environment.
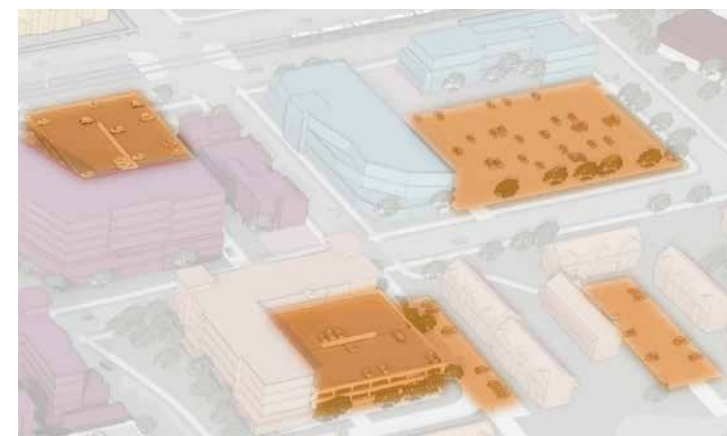
ACCESS

- On-site parking is accessible from Local streets or alleys, rather than directly from Arterials.

- Driveways are limited or consolidated (preferably one per block) to maintain a pedestrian-focused public realm.

- Cross access is used to help limit the number of driveways and reduce short distance auto trips on the Arterial streets. Alleys are often used as part of the internal network to improve connectivity between sites, and/or to provide for deliveries, access to parking decks, and access to loading zones.

- Driveways are designed and located to align on either side of Local Streets.

CURB LANE MANAGEMENT & ON-STREET PARKING

- On-street parking is required along Local and Main streets and may be provided along some Arterial streets.

- The curb space has high turnover, particularly along local and Main streets, requiring curb lane management to accommodate multiple users.

TRANSPORTATION DEMAND MANAGEMENT

- There are significant opportunities for Transportation Demand Management.

PLACE TYPES: REGIONAL ACTIVITY CENTER

Goal: Provide major employment locations and cultural destinations for residents from throughout the Charlotte region.

Regional Activity Centers are large, high-density mixed-use areas, typically along transit corridors or major roadways, that provide access to goods, services, dining, offices, entertainment, and residential for regional residents and visitors.

LAND USE

- Uses in Regional Activity Centers, which are frequently vertically-mixed, include office, multi-family, retail, restaurant and entertainment, personal service, and institutional.

CHARACTER

- This Place Type is characterized by its urban form, with mid to high-rise commercial, residential, and civic/institutional buildings in a pedestrian-oriented and transit-friendly environment.
- Regional Activity Centers in Transit Station Areas are typically more intensely developed than Regional Activity Centers in other locations.

MOBILITY

- The transportation network supports transit access and complements land uses and design to create a "park once" environment, so that even those who drive to the center are comfortable and encouraged to use other modes within the center.
- The street network is very well-connected, with small blocks and highly walkable connections along streets and between destinations.
- Easy access and multiple connections between these centers and surrounding residential neighborhoods help reduce auto trip lengths, keep some vehicles off the Arterials, and encourage using transit, walking, or bicycling to the Center.
- Arterials provide for safe and comfortable transit, pedestrian, and bicycling movement. There are frequent opportunities to cross the Arterials, and the pedestrian facilities accommodate large groups of people.
- Mobility hubs with transit stations, pick-up and drop-off areas, bike parking and rental, and micro-mobility options should be provided within this Place Type to accommodate the high-level of non-vehicular traffic.

Mostly Non-Residential Land Uses

BUILDING FORM

- The predominant building type is a mid- or high-rise building (over 5 stories) with commercial, institutional, multi-family or a mix of uses in the buildings. Buildings may be up to 20 stories when developed with community benefits.
- Buildings are designed with active ground floor uses to support a vibrant pedestrian environment.
- Buildings, especially non-residential structures, have tall ground floors and a high degree of transparency using clear glass windows and doors.
- Buildings are designed to step back after 3-5 stories, to provide a human scale at street level.
- Buildings over 8-10 stories, may have "point towers," where only a smaller portion of the building mass is built to the maximum height in order to maintain views and natural light. The portion of the building that is stepped back to the tower can be used for private open space and amenities.
- Buildings orient to streets with prominent entrances connected directly to the public sidewalk system. Buildings also orient toward existing or planned on-site open spaces and abutting parks and greenways.

OPEN SPACE

- Improved open space is a key feature of this Place Type.
- Regional Activity Centers include numerous improved open spaces such as plazas, patios, and courtyards that may include landscaping.
- Public open spaces such as small parks and greenways, and natural open spaces such as tree preservation areas, are also an important feature and should be included in centers.

CLOSEUP HIGHLIGHTS

A. Safe pedestrian connections, including midblock crossings

B. Wide sidewalks with hardscape amenity zone or landscape zone

C. Safe, accessible bike facilities (grade separated or buffered on major streets)

D. Highly amenitized public realm with transit stops and mobility hub

E. Ground floors with retail or other active uses, buildings oriented to street

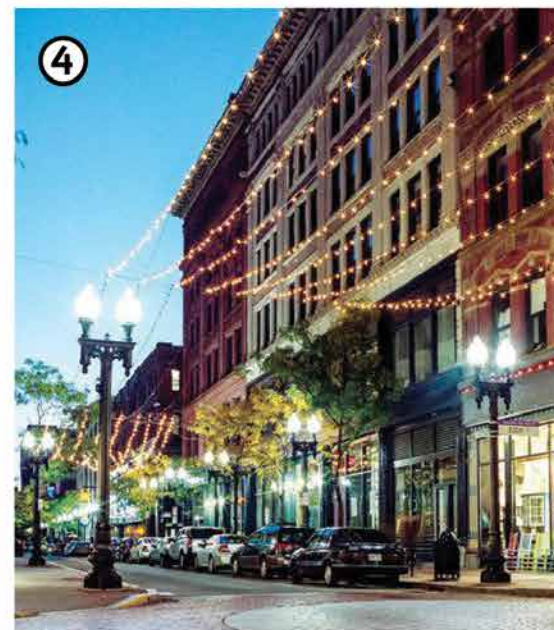F. Rooftop patios and upper story balconies

Existing Place Type Layout

BIRD'S EYE HIGHLIGHTS

(A) Mid- to high-rise mixed-use, hospitality, office, and high-density residential development (5 to 20 stories)

(B) "Point towers" can be used to step down the tallest buildings

(C) Active ground floors and buildings oriented to the street

(D) Organized/gridded street grid with 400-500' blocks

(E) Frequent pedestrian connections to and between buildings and blocks

(F) On-street parking, screened, or wrapped parking lots and structures

(G) Transition down in density to adjacent neighborhoods

Typical Uses

- Mixed Use
- Hospitality
- Commercial
- Single Family Residential
- Single Family Attached Residential
- Multi-Family Residential
- Office
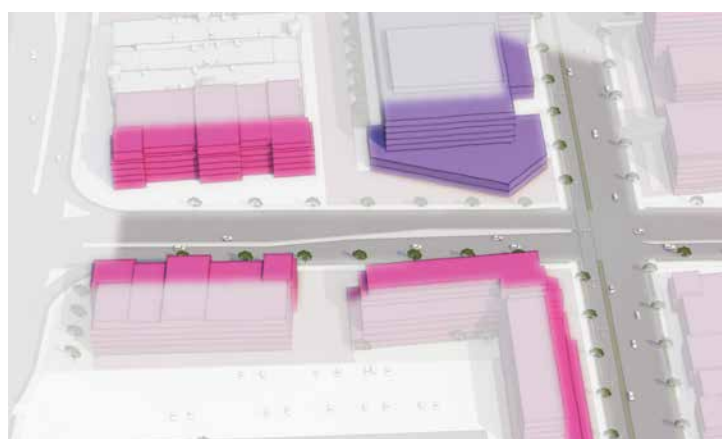- Parking Lot/Garage
- Closeup Graphic Viewpoint

Aspirational Place Type Layout
Place Type graphics are conceptual and for illustrative purposes only

NOTABLE CHARACTERISTICS

1. Buildings are primarily mid- to high-rise mixed-use, with a variety of forms and uses. They are typically over five stories.

2. Buildings may be as tall as 20 stories in Uptown or when developed with community benefits such as public space and amenities or affordable housing.

3. All buildings should have a highly transparent and active ground floor to support a vibrant pedestrian environment, where uses spill into the public realm.

4. A large, comfortable public realm with many amenities is key to creating a dense, walkable, mixed-use environment that supports offices, businesses, residents, and other active uses.

5. Buildings orient and front directly onto streets with prominent entrances connected directly to the public realm. Buildings may also, secondarily, orient toward shared open spaces, parks and greenways.

6. A tall ground floor, stepbacks and articulation in the facade helps create a human scale and a vibrant public realm.

URBAN FOREST

- Tree canopy is made up of primarily street trees and along pedestrian paths to reduce heat stress.

- Tree canopy will also be accommodated on-site with internal trees and urban open space. Newly constructed and rehabilitated streets, sidewalks, plazas, and pocket parks on public and private properties will support the growth and longevity of large stature trees.

- In on-street and off-street parking areas, design and construction criteria are such that there are sufficient trees planted to mitigate heat island effect and stormwater run-off. Greater use of innovative approaches such as pervious pavement and green infrastructure will be encouraged.

- Tree canopy cover ranges from 15-25%. 90% of all public and street planting sites will have trees.

TRANSITIONS

- Transitions use site-based elements such as parking, open space, and landscape buffers to create separation from less intense Place Types.

- Building heights will be lower along edges abutting neighborhoods.

BUILDING PLACEMENT

- Buildings are typically located near the back of the sidewalk on local and main streets, and on arterial streets greater separation between the building and street travel lanes is provided.

- A majority of the street frontage is occupied by buildings and urban open spaces, particularly on primary frontages.

- Buildings are located near the side and rear property lines. When abutting neighborhoods, the buildings are further from the property line and there is room for a landscaped buffer.

- Space between the sidewalk and the face of buildings contains outdoor seating or usable open space that contributes to a lively streetscape and a robust public realm.

PARKING & LOADING

- Parking is more limited in this Place Type than in others, especially in Uptown and Transit Station Areas.

- Parking is generally located in parking structures. Structured parking is designed to be screened or wrapped in other uses and should consider green roofs. Surface parking is very limited and is always located to the side or rear of buildings.

- The ground floor of structured parking facilities includes active uses when fronting streets.

- Loading facilities are located to the rear of buildings and screened from street view.

- Parking areas and areas adjacent to buildings and destinations include accommodations for rideshare access, micro mobility options, and designated bike and scooter parking.

BLOCK LENGTHS & STREET NETWORK

- Regional Activity Centers have the densest street network, reflecting the emphasis on accessibility by all modes. Short block lengths allow for more connections and create more (and shorter) route options to and through the Regional Activity Center, thereby encouraging walking and cycling, while helping disperse vehicular traffic.

- The preferred block length is 400 feet and generally does not exceed 500 feet.

PEDESTRIAN & BICYCLE FACILITIES

- Local and Arterial streets have 8-foot sidewalks with amenity zones or planting strips. Planting strips are only used on connecting Local streets with lower density residential uses or on non-parked Arterials outside the core of the Regional Activity Center.
- Main streets have 10-foot sidewalks with an amenity zone.
- Sites include a robust internal pedestrian network to encourage walking between buildings, and excellent connections to adjoining sites and neighborhoods to reduce unnecessary auto trips to and within the Regional Activity Center.
- Sites always include clear and direct pedestrian and bicycle access between streets and the buildings.
- Shared use paths are provided where they are shown on the adopted Streets Map.
- Separated bike lanes are provided on Arterial streets, sharrows or bike lanes are included on Local and internal streets. The bike network is complete, well-marked, safe, and easy to use.

MODE SHARE

- Regional Activity Centers typically have a high level of non-auto mode trips due to an emphasis on transit access, a diverse mix of land uses, and a "park once" environment.

ACCESS

- On-site parking is accessible from Local streets or alleys, rather than directly from Arterials.
- Driveways are limited (preferably one per block) to maintain a high-quality pedestrian environment.
- Cross access is used to help limit the number of driveways and reduce short distance auto trips on the Arterial streets. Alleys take on a larger role and are frequently used as part of the internal network to improve connectivity between sites, and/or to provide for deliveries, access to parking decks, and access to loading zones.
- Driveways are designed and located to align on either side of Local Streets.

CURB LANE MANAGEMENT & ON-STREET PARKING

- On-street parking is required along Local streets and Main streets and might be provided along some Arterial streets.
- The curb space has high turnover, particularly along Local Streets and Main Streets, requiring curb lane management to accommodate multiple users.

TRANSPORTATION DEMAND MANAGEMENT

- There are significant opportunities for Transportation Demand Management.

COMMUNITY AREA MAPPING AND PLANNING

It became readily apparent during the development of the Plan that detailed mapping at the neighborhood and community level would not be equitable and inclusive if conducted on a citywide scale. Thus, a first step in the implementation of the Equitable Growth Framework and the Comprehensive Plan will include mapping of place types and then developing Community Area Plans for the entire city.

PLACE TYPE MAPPING

A first step in implementing the Comprehensive Plan will be using the palette of Place Types in Charlotte's Place Typology to map the desired future of the community.
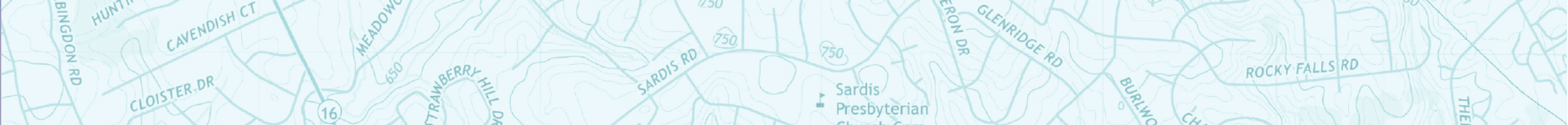
Mapping Geographies

Establishing geographies for the mapping of Future Place Types and for Community Area Planning should consider geographic size, as well as existing and future populations. An initial attempt at establishing Community Areas for the City divided Charlotte's planning area into a set of 15 smaller geographies. These draft Community Areas should be used as a starting point to further refine the boundaries (and potentially the number of geographies) using the following considerations.

- Allow existing and projected population to drive the size of areas, but avoid creating areas that are too large. Place Type Mapping should be conducted at the Community Area Planning Geography or subgeography. For larger Community Areas, it may be beneficial to further divide the area into two or three smaller geographies to 1) make the geography more manageable and 2) increase the likelihood that community members are familiar with most or all of the area they are being asked to help map.

- Consider existing neighborhood and district boundaries and avoid dividing an area that generally identifies with one another into two or more Community Areas.

- Limit the use of highways, major thoroughfares and major natural features as boundaries. This common practice often leads to an existing asset or potential barrier getting less attention in the planning process. Barriers can become even greater divides and opportunities may be overlooked. Also, the Community Area process can help facilitate discussion, coordination and connectivity between neighborhoods and districts that are rarely engaged in the same conversations.

- Engage community members and neighborhood representatives in the exercise of refining and finalizing Community Area boundaries.

Place Type Mapping

Place Type Mapping should be conducted at the Community Area Planning Geography or subgeography. Using a defined methodology and the Place Type guidance provided within this section, staff should create an initial starting map of Future Place Types. Inputs into the initial starting map should include direction provided in previously adopted plans, existing zoning, and development plans and entitlements. The community should be educated about the Comprehensive Plan and the Place Type palette before being asked to respond to and revise the starting Future Place Type map. A community process with in-person and online opportunities to provide meaningful input and feedback should be organized and conducted for each mapping geography (Community Area Planning Geography or subgeography). Community members should be provided with adequate time to review various iterations of the Future Place Type Map, as well as the final Public Review Draft map. After the initial Future Place Type Map is adopted as an amendment to the Charlotte Future 2040 Comprehensive Plan, any future changes should be incorporated into the appropriate Community Area Plan or an amendment to that plan.

Key Steps in the Place Type Mapping Process

Key steps in the Place Type Mapping process include:

- Confirm and/or refine the Community Area geographies (and sub-geographies as applicable)

- Develop a starting data set of Future Place Types that reflects future land use and development expectations and desires articulated in adopted plans and approved entitlements

- Establish a process that is inclusive of residents, employees and business and property owners in the given Community Area or Community Area sub-geography

- Educate community members about the vision and key direction articulated in the Comprehensive Plan

- Educate community members about the ten Place Types in Charlotte and how the Place Type Mapping exercise will help to inform 1) the mapping of the Unified Development Ordinance's new zoning districts and 2) follow on community area planning

- Share and build upon the Place Type priorities identified by the community, Ambassadors and Strategic Advisors for the Community Area in the Comprehensive Plan effort

- Review, revise and refine Future Place Type maps generated from the starting data set created by staff

- Facilitate conversations between Community Areas (and sub-geographies as applicable) to ensure that the Future Place Types mapped at the boundaries are complementary and that access to places in adjacent areas is considered in mapping new places

- Compile a citywide Future Place Types map and data set

- Provide an opportunity for the entire community to review and comment on the compiled citywide Future Place Types map

- Adopt the Future Place Types map as an amendment to the Comprehensive Plan
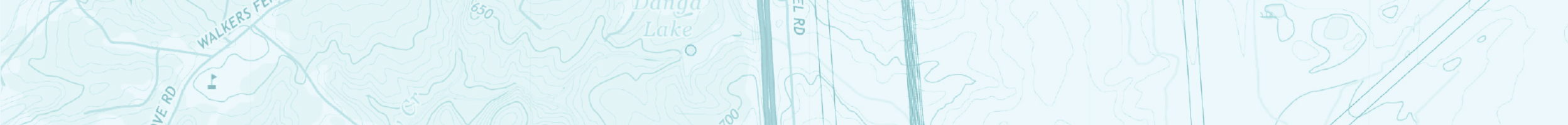
Mapping Guidance by Place Type

The following table summarizes mapping guidance for use by staff and the community in mapping Future Place Types. It includes general mapping guidance developed throughout Place Typology and Comprehensive Plan development, preferred adjacencies and adjacencies that should include major transitions or buffers. The final column summarizes input from the Plan Ambassadors and Strategic Advisors (ASAs) regarding priority geographies for each Place Type. The ASA members were identified priority Place Types using the Equity Metrics from the Equitable Growth Framework, existing conditions, and community input from earlier phases of the project. The draft Community Area Plan geographies were used to identify and organize priorities.

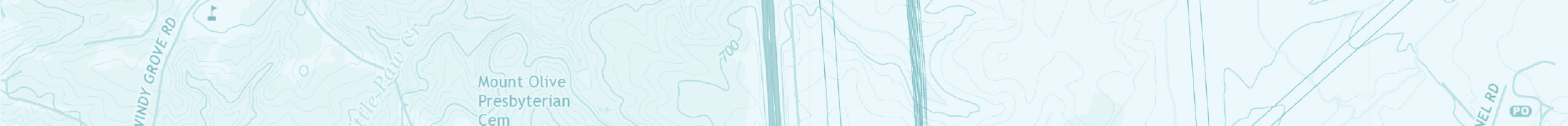|	General Mapping Guidance	Preferred Adjacencies	Major Transition or Buffer Suggested When Adjacent to:	Uptown Considerations (exceptions or differences in Uptown)
Neighborhood 1	Preserve existing areas of developed Neighborhood 1; look for underdeveloped or vacant areas of Neighborhood 1 to add additional density; provide a transition between Neighborhood 1 and all other Place Types; use Neighborhood 2 or Neighborhood Center around the edges of Neighborhood 1 areas to buffer from more intense uses; avoid mapping new, large areas of Neighborhood 1 without Neighborhood Centers and other complementary Place Types	» Neighborhood 2 (provide transition) » Neighborhood Center » Campus (provide transition)	» Community Activity Center » Regional Activity Center » Commercial » Innovation Mixed Use » Manufacturing and Logistics	» Attached single-family housing may be more prevalent » Neighborhood serving commercial uses should be encouraged at intersections » Front and side yards may be minimal » Parking is likely more balanced between on-street and off-street solutions » Block lengths should not exceed 500 feet » High rate of non-auto mode trips
Neighborhood 2	Map Neighborhood 2 around the edges of existing Neighborhoods to transition to higher intensity uses; map larger areas of Neighborhood 2 around Activity Centers; map Neighborhood 2 near high capacity transit stations; map pockets of Neighborhood 2 along major corridors to give the corridor varied character and density Priority Geography Notes: Areas inside the 485 loop are more suitable for density, but Neighborhood 2 areas should be considered City-wide. Uptown excluded as this should be primarily Regional Activity Center.	» Neighborhood 1 (provide transition) » Neighborhood Center » Community Activity Center » Regional Activity Center » Campus » Innovation Mixed Use	» Commercial » Manufacturing and Logistics	Ground floor non-residential uses may be more the rule than the exception » Lower intensity housing is not included » Buildings tend to be at least five stories and be as high as 20-30 stories in certain areas with community benefits » Outdoor community amenities tend to be shared between buildings and on rooftops » Buildings tend to be oriented along the sidewalk edge with little to no setback » Parking is typically structured » High rate of non-auto mode trips

	General Mapping Guidance	Preferred Adjacencies	Major Transition or Buffer Suggested When Adjacent to:	Uptown Considerations (exceptions or differences in Uptown)
Commercial	Map primarily along corridors that provide essential auto-oriented services (car shops, sales, hotels, etc.); consider all Commercial areas that can be converted to mixed use and mapped as a Center; provide a Neighborhood 2 or Neighborhood Center buffer between Commercial areas and Neighborhood 1	» Innovation Mixed Use » Manufacturing and Logistics » Campus » Neighborhood 2	» Neighborhood 1 » Neighborhood 2 » Neighborhood Center	NA
Campus	Primarily map new or expanded Campus in areas that already have this Place Type and the supporting infrastructure; add new Campuses in areas currently lacking access to diverse employment options (see Equity Framework); consider adding Campus in areas near higher density housing to provide jobs and services (medical, education, etc.); consider Campus in areas with low density housing lacking access to employment **Priority Geography Notes:** Prioritize geographies currently lacking a variety of employment types. Add additional area to existing Campuses as feasible.	» Neighborhood 2 » Neighborhood Center » Community Activity Center » Regional Activity Center » Innovation Mixed Use	» Neighborhood 1 » Manufacturing and Logistics	NA (integrated into Community Activity Center and/or Regional Activity Center)
Manufacturing & Logistics	Primarily map or infill Manufacturing and Logistics in areas that already have this Place Type and the supporting infrastructure; add new Manufacturing and Logistics in areas currently lacking access to diverse employment options (see Equity Framework); do not add Manufacturing and Logistics in existing neighborhoods; new Manufacturing and Logistics should be mapped along major roadways or rail corridors to provide easy access to these jobs **Priority Geography Notes:** Prioritize geographies currently lacking a variety of employment types and those farther away from Uptown, where higher density employment types should be prioritized.	» Innovation Mixed Use » Commercial	» Neighborhood 1 » Neighborhood 2 » Neighborhood Center » Community Activity Center » Regional Activity Center » Campus	NA

	General Mapping Guidance	Preferred Adjacencies	Major Transition or Buffer Suggested When Adjacent to:	Uptown Considerations (exceptions or differences in Uptown)
Innovation Mixed-Use	Primarily map or infill Innovation Mixed Use in areas that already have this Place Type and the supporting infrastructure; add new Innovation Mixed Use in areas currently lacking access to diverse employment options (see Equity Framework); consider historic industrial areas for transition to Innovation Mixed Use through adaptive re-use and infill **Priority Geography Notes:** Prioritize geographies currently lacking a variety of employment types. Include in other geographies as a buffer around areas Manufacturing and Logistics, particularly adjacent to neighborhoods.	» Neighborhood 2 » Community Activity Center » Regional Activity Center » Manufacturing and Logistics	» Neighborhood 1	NA (integrated into Community Activity Center and/or Regional Activity Center)
Neighborhood Center	Map Neighborhood Centers interspersed in all neighborhoods; map Neighborhood Centers in areas of small commercial, vacant, or underutilized land that could easily transition to mixed-use; add new Neighborhood Centers in areas currently lacking access to goods and services (see Equity Framework); map Neighborhood Centers as small nodes (at major intersections, etc.) or small-scale main streets a few parcels deep **Priority Geography Notes:** Neighborhoods farther from Center City are more in need of these pockets of amenities and services, the inner neighborhoods should be primarily served by Community Activity Centers.	» Neighborhood 1 » Neighborhood 2 » Campus » Innovation Mixed Use	» Regional Activity Center » Manufacturing and Logistics	NA (integrated into Neighborhood 1, Neighborhood 2, Community Activity Center, and/or Regional Activity Center)

	General Mapping Guidance	Preferred Adjacencies	Major Transition or Buffer Suggested When Adjacent to:	Uptown Considerations (exceptions or differences in Uptown)
Community Activity Center	Map pockets of Community Activity Center along commercial, mixed-use, or rail corridors, interspersed with lower-intensity uses to give the corridor varied character and density; add new Community Activity Centers in areas currently lacking access to goods and services (see Equity Framework); consider all single-use areas that could transition to mixed-use Community Activity Centers; avoid adding large Community Activity Centers in areas without existing or planned infrastructure or market demand to support increased density **Priority Geography Notes:** Community Activity Centers are encouraged City-wide, but particularly in the neighborhoods of the "arc" geography that have fewer amenities and services. Uptown excluded as this should be primarily Regional Activity Center.	» Neighborhood 2 » Campus » Innovation Mixed Use	» Manufacturing and Logistics » Neighborhood 1	» Multi-family and office tend to be primary uses with retail, restaurant and entertainment on ground floors » Auto-oriented uses should be discouraged » Buildings should be mid- to high-rise (generally 8 stories or taller with some 5 to 7 stories) » Buildings tend to be oriented along the sidewalk edge with little to no setback except when the setback is used for outdoor seating and urban open space
Regional Activity Center	Map Regional Activity Centers in and around large areas of mixed-use; consider creating Regional Activity Centers from Community Activity Centers that can grow in size and intensity; map Regional Activity Centers near high-capacity transit stations; avoid adding large Regional Activity Centers in areas without existing or planned infrastructure or market demand to support increased density **Priority Geography Notes:** All City geographies should have access to at least one Regional Activity Center. The priorities listed above are the geographies which currently do not contain an RAC. Uptown is included because it is the center of the region and should be mapped as primarily Regional Activity Center.	» Neighborhood 2 » Campus » Innovation Mixed Use » Community Activity Center	» Manufacturing and Logistics » Neighborhood 1 » Neighborhood Center	» The predominant building type is high-rise » Buildings tend to be 12 stories or taller and may be up to 50 stories with community benefits » Buildings should step down in height adjacent to Neighborhood 1, but not necessarily to Neighborhood 2

COMMUNITY AREA PLANNING

The Benefits of a Community Area Planning Approach

Community Area Plans are intended to provide a more coordinated, efficient and effective structure for neighborhood planning. A neighborhood-based approach to more detailed planning of Charlotte presents logistical challenges related to the number of plans that would be required. This a Community Area Planning approach establishes an achievable approach to 100% coverage of the community, facilitates conversations between neighborhoods, and allows major barriers that often serve as neighborhood boundaries to be addressed in the planning process. Existing and future neighborhood planning will be integrated into the planning for Community Areas. Neighborhoods and districts will become integral sub-geographies of these sub-areas. And existing neighborhood and community plans should be respected and recommendations carried forward, as appropriate, as they are integrated into the Community Area Plans.

The Community Area Planning Process

Community Area Plans should protect and enhance our Charlotte's neighborhoods. They are plans intended to provide detailed strategies for places, transportation, infrastructure and community facilities and amenities. These plans should catalog and celebrate community character and develop and enhance places through the designation of place types and community assets. As described in the previous section, the city's corridors often serve as focal places within and between neighborhoods. The Community Area Plans should drive the creation of place along these corridors and focus on the scale and design of public spaces.

The Community Area Plans should integrate previous neighborhood plans and community plans. The purpose of the Community Area Plans is to develop actionable strategies for the city's neighborhoods at a manageable and implementable scale. In addition, developing a single plan that represents multiple neighborhoods is a more effective way to elevate neighborhood-level issues for consideration of policy changes and funding

priorities. These plans can also serve to protect specific communities within or adjacent to larger Community and Regional Activity Centers.

The planning process for Community Area Plans will generally range from nine to twelve months and should include a robust community engagement strategy. They should be updated approximately every 10-12 years. Criteria for determining prioritization will take into account the Community Area's proximity to regional centers; degree of change reflected in Future Place Type mapping; Equity Metrics; existence and age of existing subarea plans; new large scale development planned, underway or recently completed; new large scale infrastructure planned, underway or completed; and amount and type of public investments recently made in the Community Area.

The Key Components of a Community Area Plan

The following provides the major plan components and steps for a Community Area Plan.

Project Team and Initiation

- Organize Planning Team and Key Stakeholders
- Refine boundary of the Community Plan Area with Planning Team
- Develop community engagement strategy
- Review and confirm community engagement strategy with Planning Team

Community Area Vision and Goals

- Interpret the Comprehensive Plan's Vision Elements and Goals for the Community Area
- Identify additional unique goals for the Community Area

Detailed Place Type Review and Focus Area Planning

- Review adopted Future Place Type mapping
- Identify community focus areas
- Identify neighborhood opportunities and community benefits for focus areas
- Identify more detailed land use guidance (as applicable)
- Identify transition and buffer strategies for applicable Place Types and focus areas

Infrastructure and Amenities

- Identify neighborhood assets and amenities
- Develop list of desired assets and amenities
- Identify planned and needed infrastructure improvements
- Coordination with project partners in infrastructure improvement identification, design and implementation

Implementation

- Key Investments
- Prioritization of needed improvements
- Phasing strategy and CIP coordination

Prioritization of Community Plan Areas

While establishing 15 Community Plan Area geographies will help to ensure that neighborhood level and place specific planning can occur within a timely manner, it will likely be impossible to initiate all 15 planning processes at once. Prioritization criteria should be established to better understand each area and establish groupings for phased implementation of the Community Plan Area planning processes.

Potential criteria include:

- Age of Existing Plan Guidance (District and Community Plans)
- Coverage of Existing Guidance (District and Community Plans)
- Rate and Direction of Population Change
- Rate and Direction of Employment Change
- Access to Amenities, Goods and Services Equity Metric
- Access to Housing Opportunity Equity Metric
- Access to Employment Opportunity Equity Metric
- Environmental Justice Equity Metric
- Populations Vulnerable to Displacement Equity Metric
- Market Readiness/Pressure
- Presence of Major Planned or Current Development/Redevelopment
- Presence of Major Public Infrastructure Investment
- Development Capacity
- Degree of Future Place Type Change (comparison of Existing Place Type Map to Future Place Type Map)

It is often helpful to look at both ends of the spectrum for several prioritization criteria. One potential example is market readiness. A neighborhood that has little development and/or investment activity may suffer from a lack of housing diversity, a lack of access to nearby or quality amenities, etc. Initiating a Community Plan for this the area that includes this neighborhood may help to 1) ignite some market interest and 2) allow the community to plan ahead and prepare for potential gentrification and displacement. On the other hand, a neighborhood that is market ready to the extent that it is experiencing rapid transactions and investments is likely experiencing dramatic increases in land values, property values and rents and change in mobility, culture and character. Initiating a Community Plan for this area can help to provide more detailed guidance for future development, identify infrastructure to support recent and impending growth, and help to ensure that community benefits are communicated and achieved.

Community Area Toolkit

The Community Area Planning approach sets out a framework to provide an area plan for every area in Charlotte within the next 5 to 10 years, with multiple areas of the city undergoing a planning process at a time. As the new planning approach makes its way around Charlotte, Community Areas that want to get a head start on the planning process can lay the groundwork by taking advantage of one or more tools that will help them establish valuable resources to guide planning and decision making.

These tools provide ways to connect to existing community resources as well as self-guided activities, some of which are intended for groups or organizations. None of the activities are required for a successful planning process and completing the activities does not mean a Community Area planning process will be scheduled sooner. The activities will help individual and groups to think about and document the Community Area's unique characteristics, strengths, and weaknesses. This can help residents begin to identify, articulate and research ideas before planning begins.

Existing and potential tools include:
- Connect with your City Council representative/s;
- Identify key stakeholders, including residents, businesses, employees, students and others in the Community Area;
- Develop a facility and/or venue inventory;
- Perform a sidewalk inventory to determine the presence, character and conditions of sidewalks in the Community Area;
- Identify and map public and private art installations throughout Community Area;
- Complete or collect a photo inventory of public spaces throughout the Community Area;

- Participate in one or more Housing & Neighborhood Services Training Programs;
- Organize one or more neighborhood clean-ups throughout the Community Area;
- Document important and/or unique architectural and design characteristics in the Community Area;
- Identify and map potential opportunity sites or areas;
- Participate in the City's Planning Academy;
- Collect an oral and/or visual history of the Community Area; and
- Conduct a safety audit of a particular corridor, center or other subarea within the Community Area
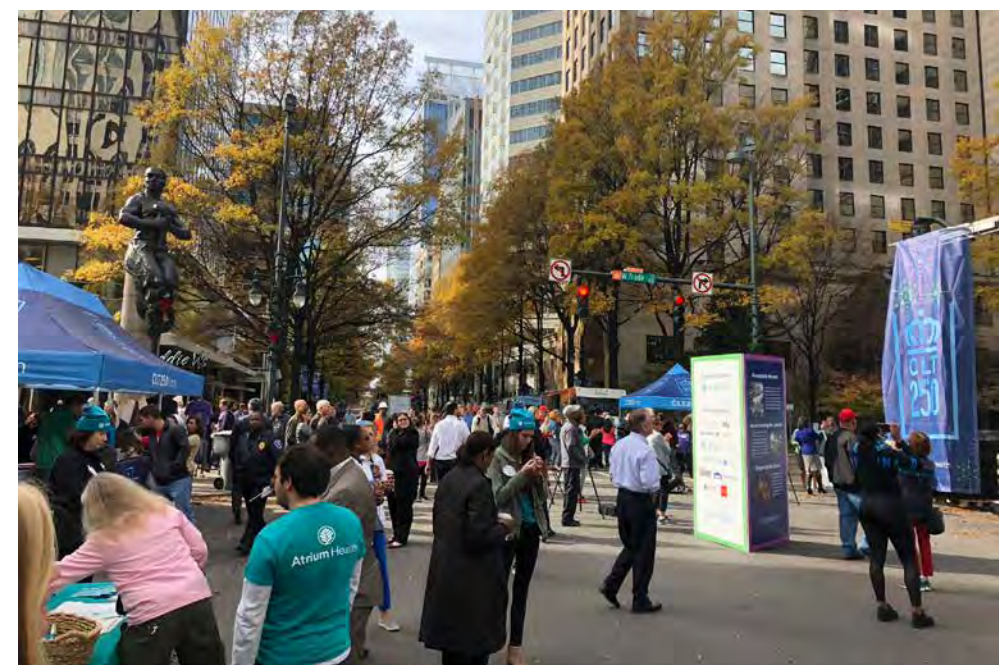
Updates to Community Area Plans

Depending on staffing availability and capacity, it is feasible to complete the Community Area Plans for all 15 geographies within approximately three to five years from when they are initiated. With that said, it may take five to ten years to complete all of the plans depending on the length of individual planning processes and resources available. It is important to note that Community Area Plans should not be initiated until Future Place Type Mapping is completed for all parts of the City. Once adopted, Community Area Plans should be updated every seven to ten years. Prioritization criteria should be updated annually for all Community Area Plans. The order of updates can be adjusted and the timeline for initiating an update can be accelerated if there are significant changes in one or more prioritization criteria.

CASE STUDY: SA TOMORROW REGIONAL CENTERS

The City of San Antonio's Comprehensive Plan, SA Tomorrow, identified 13 regional activity centers. These Centers are a major building block of the plan and were designed to organize the economic geography of the community and to provide direction and vision for the City's major employment and activity hubs. The centers were identified based on the presence of major economic, civic, and cultural assets (e.g. large employers, major education institutions, cultural attractions/facilities) and the existing density of employment. Three regional center types were identified including Activity Centers (e.g. downtown), Logistics/Service Centers (e.g. airport area), and special purpose centers (e.g. military bases). Each type identifies the desired mixture of uses and the associated land use strategy. The City has worked to organize its economic development tax incentive policies and affordable housing policies to focus efforts and resources towards the Centers. A set of seven elements needed in a regional center were identified to guide planning efforts in these areas: anchor institutions, enhanced urban planning/design, area identify/brand, partner organizations, enhanced mobility network, capital investments in to place-making and community amenities, and funding/incentive tools.

Image source: https://www.bizjournals.com/sanantonio/news/2019/12/06/city-council-approves-downtown-development-plan.html

APPENDIX C. GOAL AND OBJECTIVES METRICS

GOAL 1: 10 MINUTES NEIGHBORHOODS

All Charlotte households will have access to essential amenities, goods, and services within a comfortable, tree-shaded 10-minute walk, bike, or transit trip by 2040.

Objective Number	Objective	Metric
Increase the percentage of households, both new and existing, within a tree-shaded 10-minute walk, bike, or transit trip of:		% of increase to transportation modes.
1.A	Fresh, healthy food opportunities.	Number of food co-ops, community gardens and neighborhood-based food sharing within a 10-minute walk, bike or transit trip
1.B	High performance transit corridor.	Number of facilities within a 10-minute walk, bike or transit trip
1.C	Park, plaza, nature preserve, or other public space.	Number of facilities within a 10-minute walk, bike or transit trip
1.D	Trail, greenway, or other "all ages and abilities (AAA)" bicycle facility.	Number of bicycle facilities, sidewalks, transit stops, parks
1.E	A concentration of daily goods and services (applies to a Neighborhood, Community, or Regional Activity Center).	Number of full-service grocery stores in new mixed use developments in food deserts
1.F	Low-cost health care or pharmacy.	Number of facilities within a 10-minute walk, bike or transit trip
1.G	Community Facilities (libraries, schools, senior centers, community centers, early childhood education etc.).	Percent of vulnerable neighborhoods with increase of facilities, number of facilities built in vulnerable neighborhoods, money spent in vulnerable neighborhoods on facilities
1.H	Financial Services (banks or credit unions).	Number of new financial institutions
1.I	Family sustaining wage jobs.	Number of facilities within a 10-minute walk, bike or transit trip

GOAL 2: NEIGHBORHOOD DIVERSITY AND INCLUSION

Charlotte will strive for all neighborhoods to have a diversity of housing options by increasing the presence of middle density housing (e.g. duplexes, triplexes, fourplexes, townhomes, accessory dwelling units, and other small lot housing types) and ensuring land use regulations allow for flexibility in creation of housing within existing neighborhoods.

Objective Number	Objective	Metric
2.A	Increase the score of the overall Access to Housing Opportunity equity metrics index for the City.	Access to Housing Opportunity Equity Metric
2.B	Increase the number of Accessory Dwelling Units (ADUs) in existing and new neighborhoods.	Number of accessory dwelling units
2.C	Increase the number of middle density units such as duplexes, triplexes, in all neighborhoods.	Number of duplexes, triplexes and fourplexes
2.D	Increase the number of middle density housing options, including fourplexes, along high performance transit and other major thoroughfares.	Number of attached single family units, fourplexes and multifamily units along arterials
2.E	Increase the number of residential dwelling units that includes less than one parking space per unit.	Number of units with less than one parking space
2.F	Increase the number of small footprint housing units in existing and new neighborhoods.	Number of small footprint housing units (see glossary)

GOAL 3: HOUSING ACCESS FOR ALL

Charlotte will ensure opportunities for residents of all incomes to access affordable housing through the preservation of naturally occurring affordable and workforce housing and increasing the number of affordable and workforce housing units through new construction.
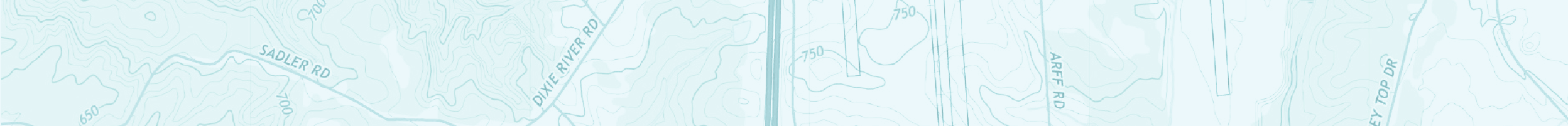
Objective Number	Objective	Metric
3.A	Increase housing opportunities for households with limited or no vehicle access by increasing the number of affordable rental and deed-restricted housing units, targeting households at 80% AMI or less, within ½ mile of Activity Centers and high performance transit.	Number of new affordable and workforce units
3.B	Retain the number of naturally occurring affordable and workforce housing units in the community by managing changes within existing neighborhoods.	Number of preserved units
3.A	Increase the number of affordable and workforce units targeting households at 80% AMI or less within mixed-income developments (e.g. affordable and workforce units mixed with market rate units).	Number of new affordable and workforce units
3.D	Reduce the cost burden on households spending more than 45% of their income on housing and transportation.	Number of cost burden households
3.E	Reduce the cost burden on households spending over 30% of household income on housing.	Number of cost burden households
3.F	Increase the rate of homeownership within areas with low access-to-housing scores.	Number of homeownership within specific areas
3.G	Dedicate at least 10% of future housing trust funds to home ownership in areas with low Access to Housing Opportunity scores.	Percent of funds spent in areas with low Access to Housing Opportunity scores
3.H	Increase housing opportunities and supporting infrastructure and amenities for residents choosing to age in place.	Number of housing units and dollars spent in target areas

GOAL 4: TRANSIT AND TRAIL ORIENTED DEVELOPMENT (2T-OD)

Charlotte will promote moderate to higher-intensity, compact, mixed-use urban development along high-performance transit lines and near separated multi-use pathways or trails.

Objective Number	Objective	Metric
4.A	Increase the percentage of Charlotte households and jobs (new and existing) within ½ mile access to trail access points.	Percent of households within ½ mile of trail access points
4.B	Increase the share of households and jobs with safe access to high performance transit stations (light rail, streetcar, bus rapid transit, and bus routes with headways of 15 min or less during peak hours).	Percent of households and jobs with1/2 mile of high performance transit station
4.C	Increase the share of commercial (mixed use, entertainment, and employment) development within 10-minute tree-shaded walk or bike of trail access points and high-performance transit stations.	Percent of commercial development within ½ mile walk or 2-mile bike of trail access points and high performance transit
4.D	Approach maximum allowable density under the TOD zoning for development within 10-minute walk or bike of trail access points and high-performance transit stations.	Percent built capacity in TOD zoning districts
4.E	Increase the number of moderate to high-intensity developments along regional transit and trail routes.	Number of residential units and square feet of commercial within ½ mile of regional transit and trails
4.F	Increase safe and connected bike infrastructure within two miles of transit stops and trail access points.	Number of miles of designated bike facilities within 2 miles of transit stops and trail access points
4.G	Decrease the percentage of transit stops without access to sidewalks.	Percent of transit stops with complete sidewalk coverage within ½ mile
4.H	Provide signalized pedestrian crossings at all transit stops on thoroughfares.	Percent of transit stops on thoroughfares with signalized pedestrian crossings
4.I	Increase the number of connections between new trail and/or transit line developments and neighborhoods of varying land uses, density, and architecture.	Miles of trail and transit routes within ½ mile of Neighborhood, Community and Regional Activity Centers
4.J	Increase the number of developments that are transit-oriented in both location and design.	Square feet of mixed use development within ½ mile of regional transit and trails
4.K	Create engaging public spaces near high-performance transit stops, stations and trails.	Number of new public spaces

GOAL 5: SAFE AND EQUITABLE MOBILITY

Charlotte will provide safe and equitable mobility options for all travelers regardless of age, income, ability, race, where they live, or how they choose to travel. An integrated system of transit, bikeways, tree-shaded sidewalks, trails, and streets will support a sustainable, connected, prosperous, and innovative network that connects all Charlotteans to each other, jobs, housing, amenities, goods, services, and the region.

Objective Number	Objective	Metric
5.A	Eliminate transportation-related fatalities and serious injuries to make our streets safe for everyone.	Percentage of transportation-related fatalities
5.B	Increase access in our historically underinvested communities and modes of transportation to support equitable and affordable mobility options.	Proximity to equitable and affordable mobility
5.C	Increase access to sustainable and zero carbon transportation modes and mobility options to support our Strategic Energy Plan.	Proximity to sustainable and zero carbon transportation modes and mobility options
5.D	Increase the share of trips made without a car to broaden the connectivity and capacity of our transportation infrastructure.	Number of trips made without a car
5.E	Locate high-performance transit stations to maximize accessibility to neighborhoods with low-income households while avoiding direct displacement of existing residents .	Number of trips made without a car
5.F	Dedicate targeted transportation investment in high growth areas with the most significant traffic congestion.	Dollars spent
5.G	Increase the number of pedestrian and bike routes that are shaded by trees for safety, health and aesthetic value.	Miles of pedestrian and bike routes

GOAL 6: HEALTHY AND ACTIVE COMMUNITIES

All Charlotteans will live and work in safe and resilient neighborhoods that enable healthy and active lifestyles by reducing exposure to harmful environmental contaminants, expanding and improving the quality of tree canopy cover, encouraging neighborhood investment in walking, cycling, and recreation facilities, and providing access to healthy food options and health care services.

Objective Number	Objective	Metric
6.A	Increase percentage of households (new and existing) within a comfortable, tree-shaded 10-minute access to primary care health care services.	Proximity to health care services
6.B	Increase the number of days that air quality is "good" to 325 and reduce the days that air quality is "unhealthy for sensitive groups" or worse to zero.	Days and air quality
6.C	Reduce rates of obesity from 24% to 20% and reduce the number of neighborhoods where obesity rates are higher than 24%.	Rate of Obesity
6.D	Increase the percentage of low-income households living within ½ mile of a Medicaid health care provider or free clinic.	Proximity to health care services
6.E	Increase the number of urban farming and fresh produce opportunities (e.g. community gardens, farmers markets, co-ops, food forests, neighborhood-based CSAs, etc.) accessible to all neighborhoods within a 10-minute walk or bike ride.	Proximity to fresh foods
6.F	Reduce and eliminate food deserts within the City.	Proximity to fresh foods
6.G	Improve perceptions of public safety and measure perception through community surveys.	Percent of residents that feel safe and % in each neighborhood feel safe
6.H	Improve public safety and public safety perceptions through annual reductions in violent and property crimes.	Crime prevention measures
6.I	Improve public safety and public safety perceptions through annual reductions in violent and property crimes	Crime prevention measures

GOAL 7: INTEGRATED NATURAL AND BUILT ENVIRONMENT

Charlotte will protect and enhance its surface water quality, tree canopy, and natural areas with a variety of trees, plantings, green infrastructure, green building practices, and open space at different scales throughout the entire community as a component of sustainable city infrastructure.

Objective Number	Objective	Metric
7.A	Increase the number of small neighborhood parks that contain several community amenities, including recreation, tree canopy, stormwater retrofits, and surface water quality/natural resource education.	Increase # of parks with standard set of amenities
7.B	Increase the acreage of protected (including public and private) natural lands (such as forests and natural areas) within the City.	Increase this acreage (within private developments)
7.C	Remove all city streams from Federally-designated impaired streams listing.	Keep track of streams removed
7.D	Increase the acreage of amenitized open space and forested or tree-shaded open space within private developments that are open to the public.	Increase this acreage (within private developments)
7.E	Reduce the number of flood prone areas through mitigation efforts.	Reduce number of flood-prone areas
7.F	Make City government buildings and vehicle fleets carbon neutral.	% of City buildings and vehicles that are carbon neutral
7.G	Reduce Per Capita Carbon Emissions in Charlotte.	Per Capita Emissions
7.H	Decrease the acreage of tree canopy loss on residential property and maintain a high level of citywide tree canopy across all neighborhoods.	Acres and percent of tree canopy
7.I	Achieve the ideal age, species, size, and composition of the urban forest to ensure a resilient, sustainable tree canopy that provides the greatest benefit to the community.	Number and proportion of trees of various ages, species, sizes, etc.
7.J	Increase the number of developments utilizing green building practices or receiving green building certifications.	Increase # of developments using green building practices or obtaining green building certifications
7.K	Continue to expand the use of green stormwater infrastructure to improve surface water quality and reduce flooding, including in-fill and redeveloping areas.	Number of projects

GOAL 8: DIVERSE AND RESILIENT ECONOMIC OPPORTUNITY

Charlotteans will have opportunities for upward mobility to align education and skill levels with a diverse mix of employment opportunities, especially in targeted and supported industries.

Objective Number	Objective	Metric
8.A	Increase the jobs-to-housing balance in Charlotte to ensure housing development keeps pace with job growth.	Percent of jobs increase vs. percent of housing supply increase
8.B	Increase number of workers employed within the City's target industries.	Put out yearly reports of increasing employment within city's target industries / dashboard
8.C	Increase the number of businesses supported and/or participating in business support programs.	Keep track of the number of businesses supported
8.D	Increase the share of jobs at MWSBE-qualified businesses and within cooperatively owned businesses.	Number of Jobs
8.E	Increase the rate of new business formation within the City.	Keep track of new businesses in Charlotte
8.F	Increase the number and proportion of family sustaining wage jobs in Charlotte.	Number of family sustaining wage jobs (see glossary)
8.G	Decrease the number of acres within mixed-use place types that are existing single-use commercial and office employment uses by allowing transitions to a mix of uses (Applies to Regional Activity Center, Community Activity Center, Neighborhood Center, Campus, Commercial, Innovation Mixed Use Place Types).	TBD
8.H	Grow the presence of "micro-economies," defined as the number of jobs located within community and neighborhood mixed-use areas.	Define certain Micro-Economies and monitor % of growth (new jobs, new businesses, etc..)
8.I	Maintain or increase the number of developed acres within Manufacturing and Logistics and Innovation Mixed Use place types .	Maintain % of developed acres within industrial place types
8.J	Maintain or increase the number of jobs located within Manufacturing and Logistics and Innovation Mixed Use place types.	Maintain % of jobs within industrial place types
8.K	Grow the number of Minority, Women, and Small Business Enterprises (MWSBEs), including cooperatively owned businesses, operating in the City.	Keep track of number of MWSB businesses
8.L	Capture a greater share of employment growth within the City's Regional Activity Centers.	Keep track of Job growth in Regional Activity Centers
8.M	Increase job-training opportunities that allow residents to obtain skills needed to qualify for jobs within the City's target industries.	TBD
8.N	Maintain or increase the number of middle skill jobs (jobs that require education beyond high school but not a four-year degree).	Increase # of middle-skill jobs

GOAL 9: RETAIN OUR IDENTITY AND CHARM

Charlotte will retain the identity of existing neighborhoods by intentionally directing redevelopment, limiting displacement and cultivating community-driven placemaking that elevates the importance, quality and design of places.

Objective Number	Objective	Metric
9.A	Increase the rate of restoration and adaptive reuse of existing structures originally built for commercial uses and reduce the rate of tear downs.	TBD
9.B	Increase the number of publicly funded placemaking and art installations throughout the City, especially within older neighborhoods and areas with populations vulnerable to displacement.	TBD
9.C	Reduce the speed and scale of older homes and existing trees being demolished and replaced with newer homes in existing neighborhoods, homes within historic districts, and homes within the Old Historic Route 4 Survey area.	TBD
9.D	Reduce the number of residents experiencing involuntary displacement	TBD
9.E	Improve jobs-skills match in and near areas with residents who may be vulnerable to displacement.	TBD
9.F	Preserve and improve the tree canopy in Charlotte (cited as one of the primary aspects of the city that has attracted residents.	TBD
9.G	Increase the capture of new jobs within "work" Place Types proximate to neighborhoods with owners and tenants who may be vulnerable to displacement.	TBD
9.H	Provide financial and technical support to small businesses in areas at high risk for commercial displacement.	TBD
9.I	Increase the percent of new jobs and households in Regional and Community Activity Centers.	TBD
9.J	Increase the capture of new jobs within Regional, Community, and Neighborhood Centers adjacent to neighborhoods with owners and tenants who may be vulnerable to displacement.	TBD
9.K	Identify, catalogue and understand the patterns of the character defining elements in neighborhoods and places that are uniquely Charlotte.	TBD
9.L	Increase the number of historic districts that preserve a wide range of Charlotte's diverse history and character.	TBD

GOAL 10: FISCALLY RESPONSIBLE

Charlotte will align capital investments with the adopted growth strategy and ensure the benefit of public and private sector investments to limit the public costs of accommodating growth.

Objective Number	Objective	Metric
10.A	Increase the capture of new jobs and households in Activity Centers .	TBD
10.B	Increase infrastructure investments (water/sewer replacement, street lighting, stormwater facilities, streetscaping, etc.) in existing urbanized areas planned for significant new development that are constrained by infrastructure capacity.	TBD
10.C	Maintain or decrease the cost to serve residents per capita (e.g. costs to provide transportation, schools, parks, libraries, police, fire, etc.) .	TBD
10.D	Increase tax revenue generated per acre by new development.	TBD
10.E	Increase capture of new development in areas with available service and infrastructure capacity (e.g. water/sewer, stormwater, transit, etc.).	TBD

OUR CITY. OUR PLAN. OUR FUTURE.