

CHARLOTTE
FUTURE

2040
COMPREHENSIVE
PLAN

2022
ANNUAL
REPORT

PUBLISHED
AUGUST 2022

Message from Leader

The Charlotte Future 2040 Comprehensive Plan was adopted by City Council in June 2021. As part of its implementation, the 2022 Annual Report describes ongoing and accomplished items during the 2021-2022 fiscal year. Much has been accomplished in this first year; and we expect those accomplishments to continue and grow throughout the Plan's horizon. This document outlines achievements and targets around the:

- 10 Plan Goals for the community
- 2040 Policy Map
- Strategic Mobility Plan
- Corridors of Opportunity
- Unified Development Ordinance (UDO)
- Implementation Dashboard
- Community-based Advisory Committees
- Community Benefits Task Force.

The Comprehensive Plan is a living document that provides a policy framework that will guide our city's decision making and investment in both the near and long-term and not all the Plan's recommendations can or should be implemented immediately. The Comprehensive Plan's goals and objectives, as well as many of the policy recommendations, are intended to be implemented later in the 20 year plan horizon.

Finally, although this report is produced by Charlotte Planning, Design and Development; it represents the work of many departments, community organizations, agencies and citizens. In this first year post-Plan adoption, work has focused on building the foundation for success. Our community has much to celebrate after our first year of working towards a more equitable Charlotte. As with any plan, there is more to be done and we look forward to our continued partnerships as Charlotte continues to grow and thrive.

With Charlotte continuing to grow in population and popularity, we have made the commitment to create places to live, work and play unique to us. I am delighted to see that work continue to take shape through the implementation of our Comprehensive Plan.



Alysia Osborne, AICP

Project Manager, Charlotte Future 2040 Comprehensive Plan
Division Manager, Long-Range Planning



Alyson H. Craig, AICP

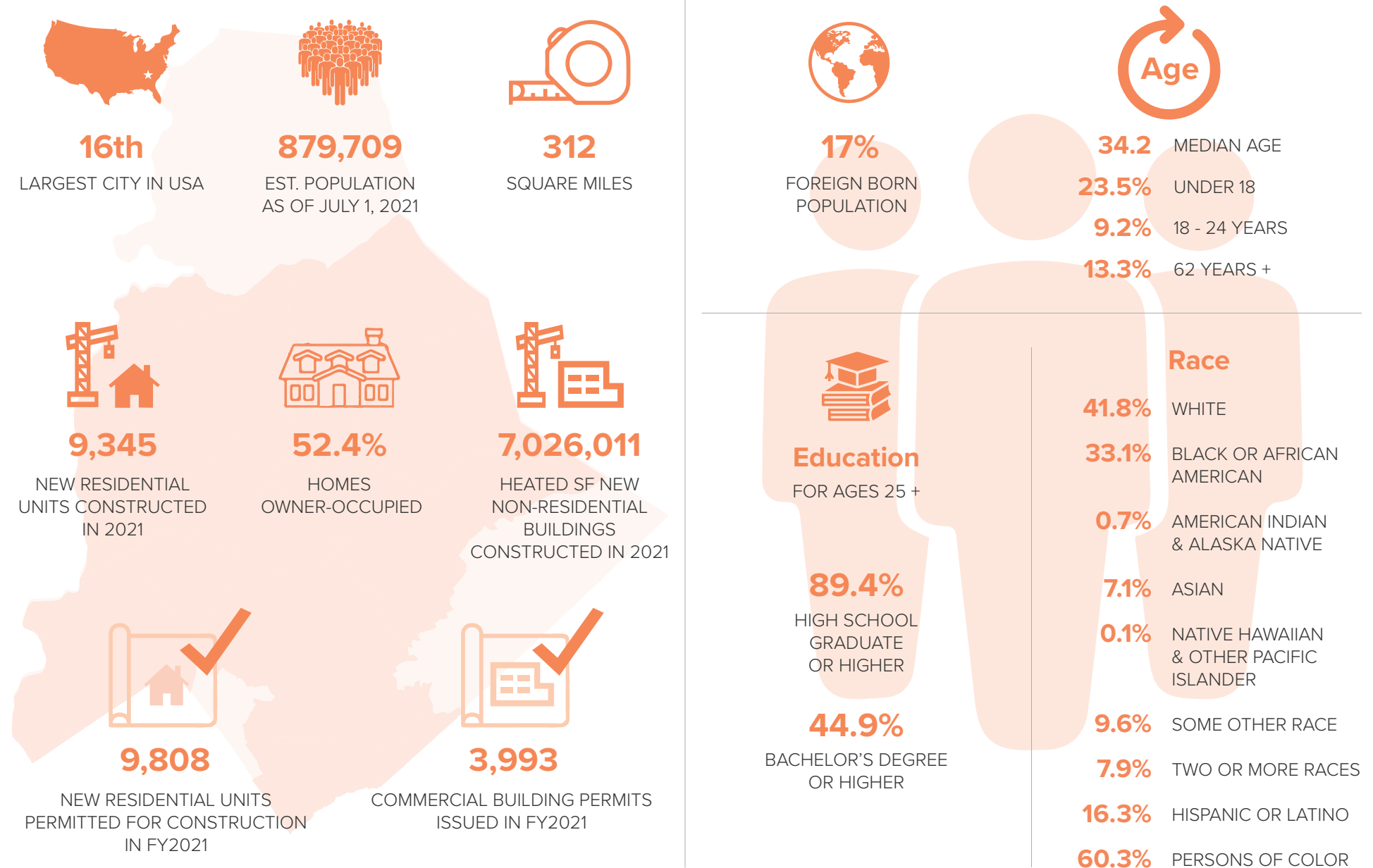
Interim Planning Director



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.

- Charlotte Future 2040 Comprehensive Plan

Charlotte Fast Facts



Data Sources: 2020 Census, 2019 American Community Survey Single-Year Estimates, Mecklenburg County Tax Parcel Data, Charlotte/Mecklenburg Quality of Life Explorer

Highlights

OUR VISION

Charlotte Future 2040

The Charlotte Future 2040 Comprehensive Plan is the shared, comprehensive vision to guide the Queen City's growth over the next 20 years. This community-driven Plan seeks to address the inequities of the past, and unite the city around a shared set of goals for our future.

In this section of the Annual Report, the vision and goals of the Plan are revisited as a starting point to review progress to date.

OUR IMPACT

Progress & Projects

The Charlotte Future 2040 Comprehensive Plan envisioned a transparent reporting mechanism for tracking, monitoring, and reporting on the objectives and policy recommendations of the Plan. The Annual Report will specifically focus on reporting the status of policy recommendations and highlight projects that show how the policies are being enacted.

Our Impact highlights the project status for the 55 policy recommendations that are considered short-term. Of those policy recommendations, three (3) are complete, seven (7) are complete and ongoing, 41 are in progress, and four (4) are forthcoming.

OUR FUTURE

Path Forward

The work of implementing the Charlotte Future 2040 Comprehensive Plan does not stop at the end of each year, but continues to build and deepen. There was substantial work this year to create the foundation for future initiatives and efforts to continue moving each of the policy recommendations toward completion and continual tracking of those that have been completed.

In an effort to shed light on upcoming projects, this section spotlights a few projects that will see significant steps in the 2022-2023 time frame, further supporting the vision of the Plan.

OUR 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.”

- City of Charlotte's Vision Statement

The following section will re-establish the vision and structure from the Charlotte Future 2040 Comprehensive Plan while highlighting the three supporting initiatives and closing with an overview of how the Plan, Annual Report, and Implementation Dashboard support each other.



Charlotte Future 2040 Comprehensive Plan Adoption

Over 500,000+ residents participated in the development of the Charlotte Future 2040 Comprehensive Plan. The plan consists of 3 parts: The Plan Policy, Implementation Strategy, and Manuals and Metrics. The Plan Policy is considered the main body of the Plan and was adopted by Charlotte City Council on June 21st, 2021. The plan can be summarized in part by the following Guiding Principles, Vision Elements, Equitable Growth Framework, and Plan Goals.

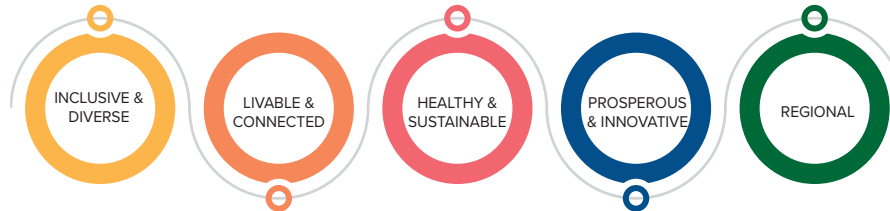
GUIDING PRINCIPLES

The values that are used to establish the framework for decision-making throughout the life of the Charlotte Future 2040 Comprehensive Plan



VISION ELEMENTS

How Charlotteans picture their city in the future



EQUITABLE GROWTH METRICS

Assess and track progress towards becoming a more equitable, fair, and just city over the next 20 years



PLAN GOALS

Reflect the voices of our community and articulate key elements of the growth strategy and establish the foundation for complete communities



THE VISION FOR OUR GROWTH

SUPPORTING INITIATIVES



Land Use

The land use policy for form and development intensity (Place Types)



Mobility

The mobility strategy to connect people and places through public and private investment



Development

The land development regulations for our growth - implementation through private development

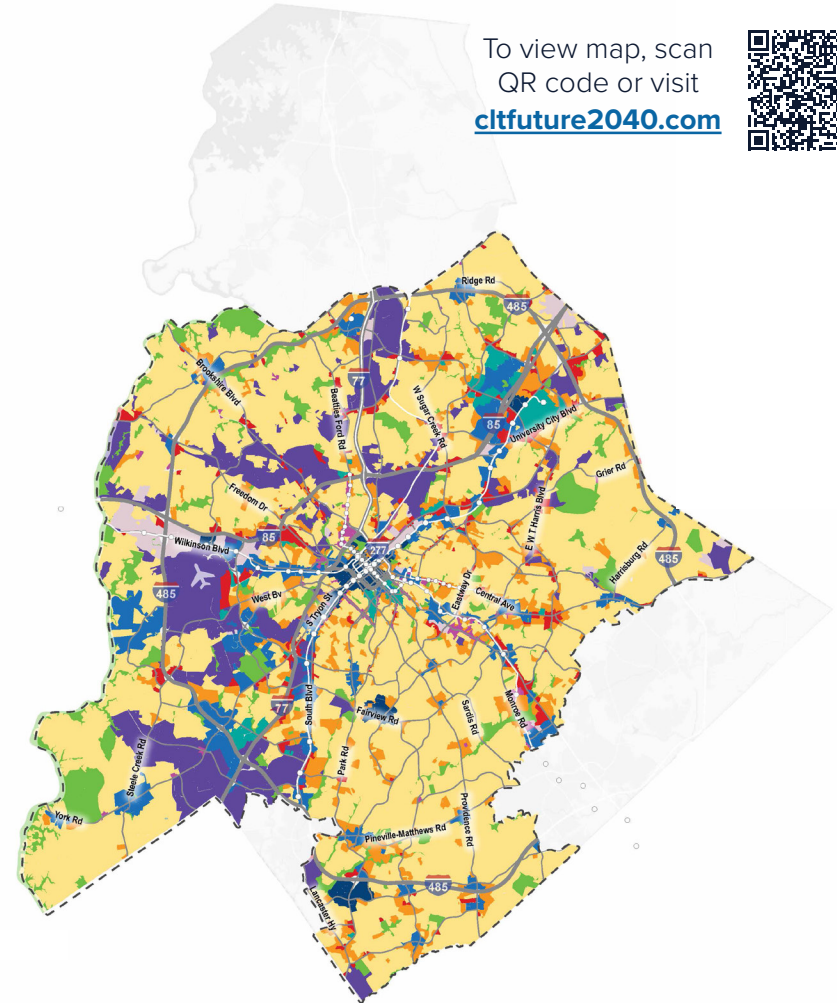
Overview

The Charlotte Future 2040 Policy Map is the translation of the Comprehensive Plan's "place-based" policies to specific geographies. The map provides citywide direction for balancing future needs and opportunities and protects priorities while providing opportunity for growth. It aligns future growth with infrastructure capacity and improves access to under-served areas.

Community Driven Mapping Revisions

- Reduce size of activity centers & provide better transitions to neighborhoods.
- Ensure preservation of existing Neighborhood 1.
- Utilities exist everywhere, therefore are mapped consistent with surrounding place type instead of Manufacturing & Logistics.
- Improve translation of existing zoning districts & place types to improve accuracy.
- Ensure preservation of existing Parks & Preserves.
- Updated place types data with most recent rezonings.

To view map, scan
QR code or visit
cltfuture2040.com



Project Timeline

The Charlotte Future 2040 mapping process began in February 2021 with the development of the mapping methodology.

PHASE 1

Began July 2021

Project kick-off sharing purpose
& process for developing Map

PHASE 2

Began October 2021

First draft Map
presented to public

PHASE 3

Began January 2022

Revised draft Map
presented to public

ADOPTION

March 2022

Final Map
reviewed & adopted

Overview

The Charlotte Department of Transportation (CDOT) adopted the Strategic Mobility Plan (SMP), which outlines a vision to provide safe and equitable mobility choices for people of all ages and abilities. The SMP integrates existing plans and policies into one single plan and establishes new objectives, policies, strategies, and actions that implement the vision of the Charlotte Future 2040 Comprehensive Plan. Through this plan, Charlotte will continue our commitment to Vision Zero, establish a 50-50 mode share aspiration, expand transit throughout our city, and prepare for the future of mobility.

Vision

Charlotte will provide safe and equitable mobility options for all travelers regardless of age, income, ability, race, gender, where they live, or how they choose to travel. An integrated system of transit and tree-shaded 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.

2040 Aspirations

Safe | Vision Zero

2040 Aspiration
As a community, we will eliminate traffic deaths and serious injuries for all who share Charlotte streets.

Equitable | 50-50 Mode Share

2040 Aspiration
As a community, half of our trips will be made by means other than single-occupancy car, though walking, cycling and transit.

Objectives



Safe

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



Sustainable

Increase access to sustainable and zero carbon transportation modes and mobility options to support our strategic energy and sustainability goals.



Prosperous

Prioritize transportation investments that promote economic vibrancy by managing congestion, connecting our workforce with opportunities, and advancing community priorities.



Equitable

Increase investment and access to support equitable and affordable mobility options in our communities that have historically lacked investment.



Connected

Increase the share of trips made without a car and broaden multimodal connectivity to expand the capacity of our transportation infrastructure.



Innovative

Integrate emerging mobility solutions and new technologies to move people and goods through our City in cleaner, safer, more affordable, and efficient ways.

Strategy



Transit Framework

Focuses our multimodal investment to support priority bus and rail transit service, access, and comfort.



Pedestrian Framework

Establishes our pedestrian priority network to direct our investments in sidewalks, crossings, intersections, and safety.



Bicycle Framework

Defines our bicycle priority network to target the most impactful projects and program investment.



Street and Roadway Framework

Aligns our street and roadway needs with City and regional investments to move people and goods.

Community Engagement

100+

participants in listening sessions

1,000+

location-specific comments

2

surveys

4,000

survey responses

When asked if the City should establish a goal for more trips to be taken by walking, biking, and transit - **93% of survey respondents said yes.**

Overview

Charlotte's UDO simplifies, consolidates, and updates the regulations that guide Charlotte's development into a single document. In addition, the draft UDO aligns these standards with the vision of the Charlotte Future 2040 Comprehensive Plan and other adopted City policies. This project also makes development standards easier to understand through the increased use of common language and graphics.

Key Themes from Community Feedback

- Trees
- Parking
- Accessory Dwelling Units
- Short Term Rentals
- Neighborhood 1 Zoning Districts
- Building Height Transitions



Project Timeline

PHASE 1

October 2021

First Draft Released

PHASE 2

May 2022

Revised with community feedback,
Second Draft released May 2022

PHASE 3

July 2022

Second draft community
comment at public hearing.
Planning Committee recommended
changes for Adoption Draft

PHASE 4

August 2022

Adoption Draft considered
& voted on by City Council

How It All Works Together

HOW IT ALL WORKS TOGETHER

POLICY NEEDED

Charlotte Future 2040
Comprehensive Plan

- “Promote the reuse and redevelopment of under-used surface parking lots to **support the expansion and creation of local businesses.**”
- “Mitigate neighborhood-defined cultural displacement through **support and incentives for local businesses, markets, and community amenities and funding to support artwork** placed through Public Arts Program (enabled by the Public Art Ordinance) and the City’s Placemaking Program.”

POLICY ENACTED

Annual Report

STATUS UPDATE

Charlotte Future 2040 Plan Progress

GOAL	POLICY	DESCRIPTION	STATUS
9.8		Promote the reuse and redevelopment of under-used surface parking lots to support the expansion and creation of local businesses	✓
9.10		Mitigate neighborhood-defined cultural displacement through support and incentives for local businesses, markets, and community amenities and funding to support artwork placed through Public Arts Program (enabled by the Public Art Ordinance) and the City’s Placemaking Program	✓

PROJECT SPOTLIGHTS



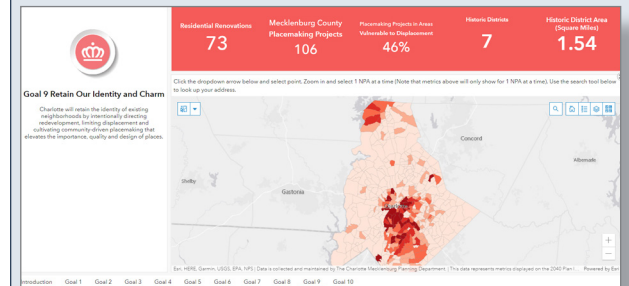
TOD Bonus Menu

- Affordable Housing
- Affordable Housing On-site
- Fee-in-Lieu
- Land Donation

POLICY EFFECTIVENESS

Implementation Dashboard

MEASURE OF METRICS



The Dashboard breaks down the different metrics per goal objective to allow for users to understand how the goals are being implemented and track progress.

Implementation Dashboard

The Charlotte Future 2040 Comprehensive Plan establishes 10 goals with associated objectives and metrics to measure the effectiveness of the plan. This dashboard, known as the Charlotte Future 2040 Dashboard, will house those metrics and share progress toward implementing the Plan's 10 goals.

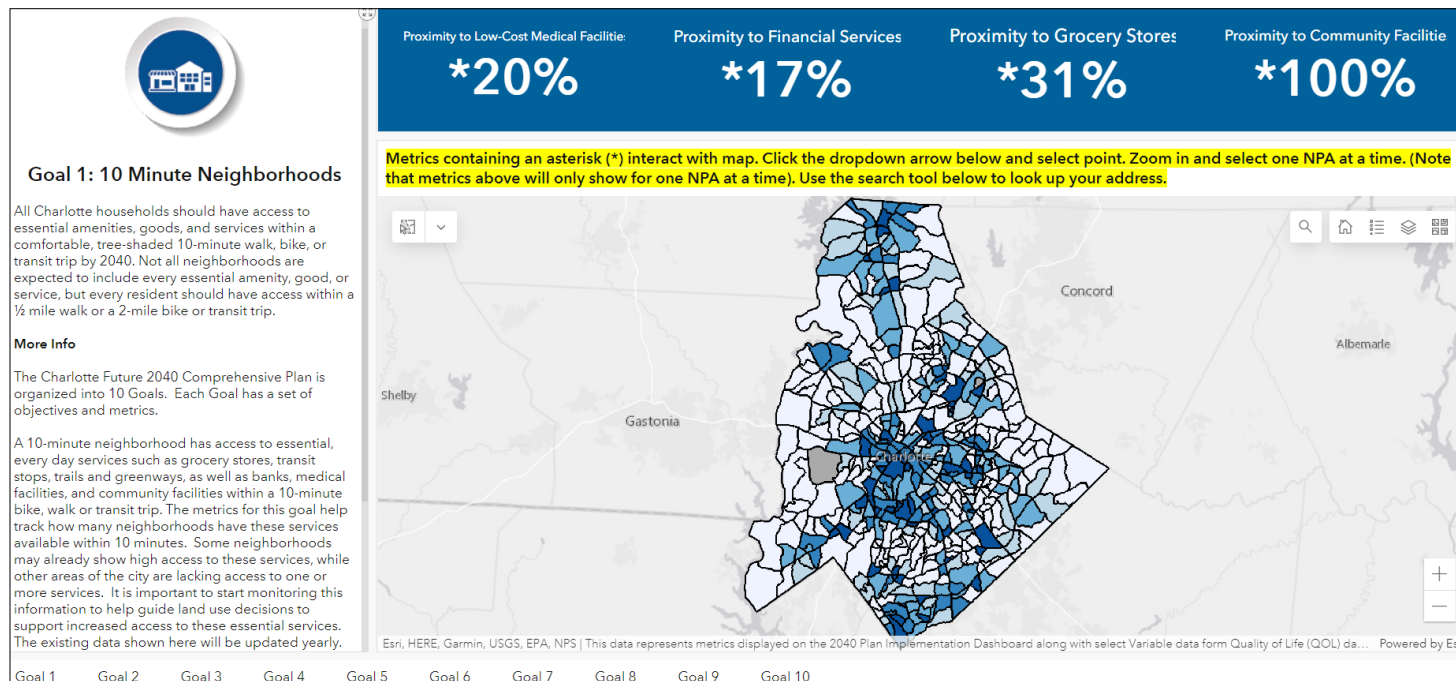
This dashboard will work with the Charlotte Future 2040 Annual Report to measure the effectiveness of policies enacted based on the Plan. The metrics will highlight areas where we are moving toward achieving the Plan's goals, or farther away, providing valuable feedback to evaluate the Plan and associated policies.

This first iteration of the Dashboard is published in conjunction with this inaugural Annual Report and includes roughly 25% of the data planned for inclusion in the Plan, based on the City's managed data and other available data sources. Over the next four years, data will be added to this dashboard once it becomes available or is created. The baseline value for each metric will be captured in the year it is added to the dashboard and will be used to determine improvement.



To view dashboard,
scan QR code or

[click here](#)



- Established in the Comprehensive Plan
- Measures Goals & Objectives
- Tracks Progress
- 10 Goals
- 30+ Metrics

OUR IMPACT

"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."

- Charlotte Future 2040 Comprehensive Plan - Plan Policy Document

The following section includes the efforts that have occurred post-Plan adoption, a list of short-term policy recommendation status updates, and spotlights on several city and county wide projects that are actively implementing the Plan.



Advisory Boards

Charlotte's Neighborhood Equity & Stabilization Commission (NEST)

CHARGE

Review and recommend specific tools for protecting residents of moderate to high vulnerability of displacement prior to the implementation of the Plan.

15
members

Reports
through Great
Neighborhood
Committee

Supported by
HNS



Charlotte Equitable Development Commission (CEDC)

CHARGE

Advise in the assessment of infrastructure throughout the city and recommend strategies that balance equitable investments in areas most in need, including areas with absent and insufficient facilities, areas growing fastest, and areas targeted for growth.

9
members

Reports
through Budget
& Governance
Committee

Supported
by Office of
Strategy + Budget
& CDOT



Community Benefits Task Force

The Charlotte Future 2040 Comprehensive Plan identifies the advancement of methods for securing community benefits for Charlotteans as a critical “big idea” and focus for plan implementation efforts. To move this effort forward, the Charlotte City Council directed City staff to identify and establish a Community Benefits Task Force. The purpose of the Task Force effort is to have an open discussion of what community benefits have not been realized within communities and to discuss solutions. The outcome is focused upon defining community benefits, evaluating the current processes in place to secure community benefits, and development a plan of attack to assist Charlotteans in future community benefits endeavors and expand current processes to support these efforts titled the Community Benefits Lookbook.

BY THE NUMBERS



APPLICABLE POLICY RECOMMENDATIONS

-  **1.33** Work with the Community Benefits Coalition to develop a playbook of benefits to the community that may be supported with incentives or Community Benefits Agreements if included or addressed within development projects.
-  **1.34** Explore and implement a program that provides an opportunity for neighborhood organizations to work with developers to create desired benefits to the community through a partnership or agreement.
-  **8.14** Explore policies and programs, such as Community Benefit Agreements, to support the development of new and retention of community assets and amenities, and for workforce development in or near major employment centers.



Interdepartmental Representation

- Economic Development
- Housing & Neighborhood Services
- Department of Transportation
- Charlotte Area Transit System
- Mecklenburg County
- Strategy & Budget

Charlotte Future 2040 Plan Progress

The Comprehensive Plan goals reflect the voice of our community. The goals make critical connections between community values, guiding principles and vision elements; articulate key elements of the growth strategy; establish the foundation for complete communities and complete places; and provide the structure for the Plan's Policy Framework. Each goal of the Plan has accompanying objectives and policy recommendations. The policy recommendations detail what is needed to achieve the associated goal. Each policy recommendation also has a different time frame for implementation. As such, the following are the policy recommendations considered to be short-term, completion within five years, along with the associated goal and its status.

STATUS KEY	
	In Progress
	Complete & Ongoing
	Complete
	Forthcoming

GOAL	POLICY	DESCRIPTION	STATUS
	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).	
	1.13	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.	
	1.20	Ensure the implementation of 10-minute neighborhood development policies align with the Stormwater Master Plan, promote the health of storm-water features (creeks, wetlands, stream buffers, floodplains, and drainage infrastructure) and seek opportunities to reduce costs and maintain storm-water management objectives.	
	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.	
	2.7	Work toward 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 character overlay districts, and other tools to reduce barriers.	
	2.11	Preserve existing supply of middle density and small footprint housing and reduce conversion to large footprint single-family units using a neighborhood character overlay district.	

Charlotte Future 2040 Plan Progress

GOAL	POLICY	DESCRIPTION	STATUS
	2.24	The Group/Commission will launch an anti-displacement study and recommend tools and strategies for protecting residents of moderate to high vulnerability of displacement. Using Commission recommendations, Council may adopt an Anti-Displacement Strategy focusing on vulnerable neighborhoods.	
	3.3	Develop market-focused regulatory and administrative changes to encourage production of affordable housing.	
	3.6	Use the Place Type Manual (in the Manuals and Metrics) to guide design transitions within neighborhoods to more intense use types that can accommodate affordable and workforce housing.	
	3.10	Support an increased Housing Trust Bond Allocation to expand programs and develop more units.	
	3.16	Increase efforts to make homeowners aware of the Mecklenburg County property tax relief program for elderly homeowners 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.	
	3.18	Coordinate and streamline existing programming that aids homeowners who desire to stay in their homes.	
	3.22	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.	
	3.24	Provide zoning incentives for mixed-income developments.	
	4.27	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.	
	4.30	Work with CATS and Housing, Neighborhood Services, and other local and regional partners to leverage park and ride locations, as well as surplus parking to provide equitable TOD opportunities.	

Charlotte Future 2040 Plan Progress

GOAL	POLICY	DESCRIPTION	STATUS
	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.	
	5.12	Include in the development regulations an integrated Traffic Impact Study (TIS) / Transportation Demand Management (TDM) program that requires development and redevelopment projects that meet an established threshold to evaluate and address the multi-modal transportation impacts of the development.	
	5.18	Transit Bus Priority Corridors: Implement transit priority and high-frequency service on key corridors.	
	5.28	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.	
	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.	
	6.14	Coordinate economic development and brown-field remediation efforts to encourage cleanup and redevelopment of brown-field sites.	
	6.24	Develop preventative programs and community events designed to promote improved health and wellness decision-making.	
	6.34	Work with City and community partners to develop a Public Space Master Plan that identifies opportunities for parks, plazas, and other public spaces.	

Charlotte Future 2040 Plan Progress

GOAL	POLICY	DESCRIPTION	STATUS
	7.3	Update development regulations to better mitigate impacts from development and infill development such as storm-water runoff and tree removal.	
	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 sections on private lands are constructed to meet public standards.	
	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, electric vehicle charging stations, and battery energy storage in residential and non-residential areas.	
	7.12	Increase sustainable and resilient building standards applicable to existing and new City owned 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.	
	7.13	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 and Program.	
	7.19	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.	
	7.20	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 Mecklenburg County storm-water residual flood risk goals to guide these efforts.	
	7.21	Continue to test, pilot, and document green storm-water infrastructure best management practices.	
	7.22	Develop a dashboard to track progress towards the City's climate action goals.	

Charlotte Future 2040 Plan Progress

GOAL	POLICY	DESCRIPTION	STATUS
	7.29	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.	
	7.34	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.	
	7.38	Work with the County on the development of an app that provides an interactive map of all public parks, open spaces, and trails.	
	7.42	Implement a signage program throughout the City to provide clarity for shared use path and park connections.	
	7.43	Modify development regulations for zoning districts associated with neighborhoods to provide publicly accessible open spaces as part of private developments.	
	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.	
	8.9	Grow and promote the greater airport area to support their master planning efforts.	
	8.14	Explore policies and programs, such as Community Benefits, to support the development of new and retention of community assets and amenities (such as existing childcare facilities in or near major employment centers.	
	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.	

Charlotte Future 2040 Plan Progress

GOAL	POLICY	DESCRIPTION	STATUS
	9.8	Promote the reuse and redevelopment of under-used surface parking lots to support the expansion and creation of local businesses.	
	9.10	Mitigate neighborhood-defined cultural displacement through support and incentives for local businesses, markets, and community amenities and funding to support artwork placed through Public Arts Program (enabled by the Public Art Ordinance) and the City's Placemaking Program.	
	9.16	Develop a fund for the maintenance and programming of public spaces.	
	9.21	Develop registries of vacant properties and large surface parking lots and work with property owners to evaluate and encourage beneficial reuse of sites.	
	9.27	Develop preservation plans that identify places, traditions, landscapes, and buildings that tell the full story of the City's history and outlines future direction for celebrating and enhancing the unique physical character, cultural values, and social identity of the City.	
	9.30	Cultivate placemaking and local culture by continuing to fund the Placemaking Program.	
	9.34	Develop a community design handbook to guide redevelopment of Charlotte's historic neighborhoods and other cherished places.	
	9.37	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.	
	10.2	Empower neighborhoods and businesses districts to aid in the development of Capital Improvement Plan and Bond projects.	
	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).	

Charlotte Future 2040 Plan Progress

GOAL	POLICY	DESCRIPTION	STATUS
	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.	
	10.14	Perform an economic impact analysis prior to the implementation phase of the Plan.	

Affordable Housing & TOD

The Housing Trust Fund (HTF) has been the cornerstone in the effort to preserve and create affordable housing options in Charlotte. As of June 2022, the HTF has committed nearly \$222 Million in gap financing for 11,164 affordable housing units and 888 shelter beds. With the adoption of the Transit Oriented Development (TOD) regulations in 2019, the development of affordable housing within TOD Districts was encouraged through an affordable housing density bonus program. The program provides developers with additional building height and length in return for options such as providing affordable housing on-site, paying a fee-in-lieu, donating land, etc. The program options are part of an overall TOD Bonus Menu. Given the success of the program, it is being recommended for several zoning districts within the drafted UDO.

BY THE NUMBERS

\$1.7 MILLION

committed through
fees-in-lieu from
TOD bonus menu

8

affordable housing
units under
construction

3 SITES

city-owned, approved by
City Council for affordable
housing development
within TOD districts



APPLICABLE POLICY RECOMMENDATIONS



3.10

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



3.22

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.

TOD Bonus Menu

- Affordable Housing
- Affordable Housing On-site
- Fee-in-Lieu
- Land Donation
- Increase interest in using this option moving forward



Envision My Ride Bus Priority Study

Overview

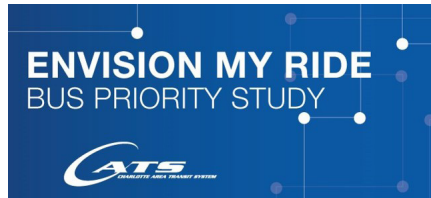
As a continuation of the 2016 Envision My Ride (EMR) planning effort that focused on an overall bus network redesign, CATS also conducted a Bus Priority Study beginning in 2021. Key components of the Bus Priority Study include the following:

- 1 Development of a future high-frequency bus network with 15-minute or better service along several key routes
- 2 Priority bus treatment recommendations focused on speed and reliability improvements for the proposed EMR high frequency bus network. Recommendations include transit signal priority (TSP) and queue jump locations to help reduce bus travel time delay at key intersections
- 3 Bus stop and amenity upgrades with enhanced amenities and accessibility improvements.
- 4 New “mobility hub” facilities to connect riders to frequent transit routes via alternate modes of travel such as bike, pedestrian, scooter, and ride-share connections.
- 5 Development of micro-transit zones designed to provide on-demand and first / last mile connections to designated mobility hubs and other area destinations

APPLICABLE POLICY RECOMMENDATIONS



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



FREQUENCY IMPROVEMENTS

Implemented 15-minute or better weekday frequency on 5 key routes in 2020. Additional frequency improvements will be implemented as funding becomes available.

TRANSIT SIGNAL PRIORITY (TSP)

Integrate TSP technology on bus network at CDOT managed intersections, allowing buses to advance or extend a green light if delayed. Anticipated launch late 2022.

MICROTRANSIT GRANT

Federal Transit Administration (FTA) grant of \$750,000 will help CATS develop operational strategy to deliver important first / last mile & neighborhood connections to transit & other key destinations.

Strategic Energy Action Plan

Overview

In June 2018, the 'Sustainable and Resilient Charlotte by 2050 Resolution' was unanimously passed by City Council. This resolution set ambitious municipal and community-wide greenhouse gas emissions reduction goals for the City of Charlotte. Specifically, it strives to have city fleet and facilities be fueled by 100% zero-carbon sources by 2030. It also set a community-wide goal for Charlotte to become a low-carbon city by 2050 by reducing greenhouse gas emissions to less than two tons of carbon dioxide equivalent per person, annually. Lastly, it called for a Strategic Energy Action Plan (SEAP) to determine how Charlotte would reach these two goals. The SEAP was developed in partnership with city staff and community stakeholders and was unanimously adopted by City Council in December of 2018. The Office of Sustainability and Resilience directs and collaborates on citywide actions to achieve City Council's goals to reduce carbon emissions both at the municipal level and community-wide.



APPLICABLE POLICY RECOMMENDATIONS



Big Idea

Implement the Strategic Energy Action Plan.

SEAP Mission

"Charlotte will lead as a global city by continuously improving, protecting, and preserving the environment, its community, and economy, while ensuring equity and resilience - for today's and future generations."



SOLAR ENERGY SYSTEMS

10

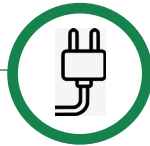
MUNICIPAL SOLAR INSTALLATIONS FUNDED IN FY21 - IN CONSTRUCTION

5

MUNICIPAL SOLAR INSTALLATIONS FUNDED IN FY22 - IN DESIGN

25

TOTAL SOLAR INSTALLATIONS ONCE ALL COMPLETE



ELECTRIC VEHICLE CHARGING

105

CITY ELECTRIC CHARGING STATIONS WITH 194 PORTS

50

CHARGING STATIONS AVAILABLE TO PUBLIC

2,039

UNIQUE VEHICLES CHARGED AT CITY-OWNED STATIONS IN 2021



FLEET STATISTICS

43

ZERO EMISSION (ELECTRIC) VEHICLES

81

ALTERNATIVE FUEL VEHICLES

2,187

METRIC TONS OF CARBON AVOIDED



BUILDINGS

100%

ZERO CARBON ENERGY GOAL FOR 2030

93

BUILDINGS PARTICIPATING IN ENERGY BENCHMARKING

7.2 MILLION SF

BUILDING SPACE BENCHMARKED

FIGURES AS OF CALENDAR YEAR 2021

Public Health Priority Zip Code Programs

Overview

In Mecklenburg, six zip codes (28205, 28206, 28208, 28212, 28216, 28217) form a crescent-shaped area of poverty and low educational attainment around the center city of Charlotte. This area, designated a Public Health Priority Area (PHPA), is linked with higher rates of chronic diseases related to these conditions.

To address these disparities, Mecklenburg County Public Health's Office of Policy & Prevention has deployed various individual and community-based programs aimed at addressing high rates of chronic disease with data driven, evidence-based interventions. These programs are all ongoing and funded by Mecklenburg County.

For more information on these programs visit MeckNC.gov/HealthDepartment

APPLICABLE POLICY RECOMMENDATIONS



- 6.12** Invest in programs that address social determinants of health conditions targeting neighborhoods that are the most vulnerable



Tobacco-Free Living

3

3 Behavioral Health centers became Tobacco-Free facilities



All Kids Bike (AKB) Program

100

Bikes at 4 elementary Schools



Pop-Up Farmers Markets

17

Farmers markets offering Double-Up Bucks for EBT/SNAP cardholders



Edible Landscapes

18

Edible landscapes & urban orchards completed



Refrigeration at Health Corner Stores

5

Stores with NC Healthy Food Retail Designation & refrigerators



Grassroots Fund Initiative

12

Organizations received funding for community programming

Meck Playbook

Overview

Meck Playbook uses the four Guiding Principles of Commit to Equity, Evolve and Grow, Tell More Stories, and Move Beyond Boundaries to develop comprehensive, system-wide recommendations to enhance and improve how Mecklenburg County Park and Recreation will serve the residents of Mecklenburg County. Each Principle includes four to five goals supported by strategies. These goals and strategies provide clear direction on actions that should be taken over the next 10 years and methods to measure progress.



250 +

existing parks & facilities included in staff inventory & assessment

Closed on 135 Acres

with another 215 acres under contract

12 Projects

moved forward with recommendations for use of alternate available funding sources

Accelerated

land acquisition efforts to improve access to parks in areas of greatest need

Began Evaluation

for 5 Year Capital Improvement Plan, which will fund top priority investment & reinvestment projects

APPLICABLE POLICY RECOMMENDATIONS



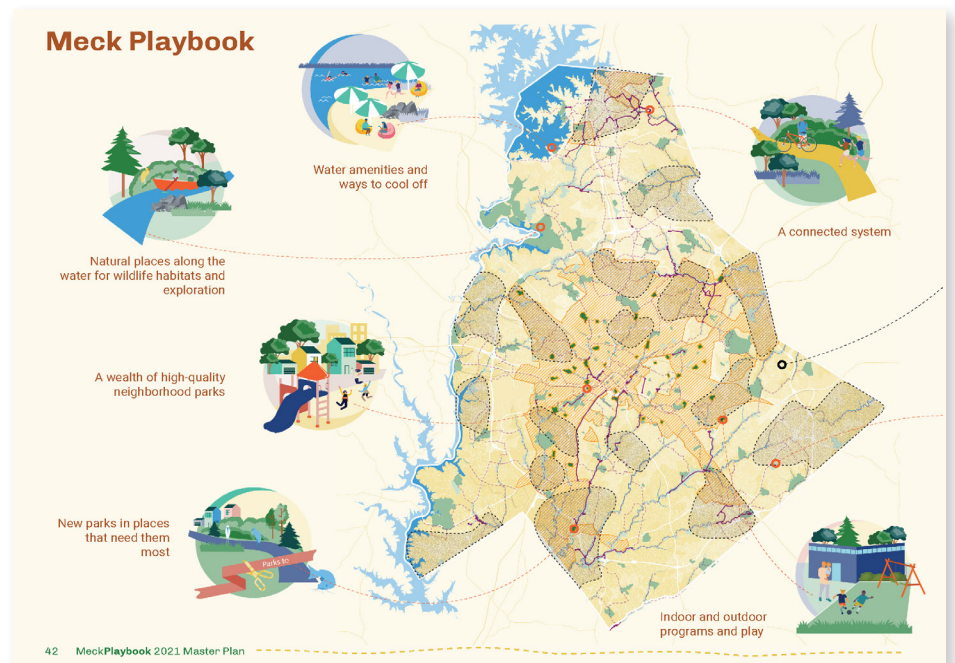
6.8

Work with the County to identify the appropriate roles the City should undertake in supporting urban parks and open spaces



6.10

In coordination with Mecklenburg County, increase City investment in building and operating recreational facilities such as parks, plazas, and fields, prioritizing with the County those parts of the City that lack adequate facilities in accordance with the Park and Recreation Master Plan.



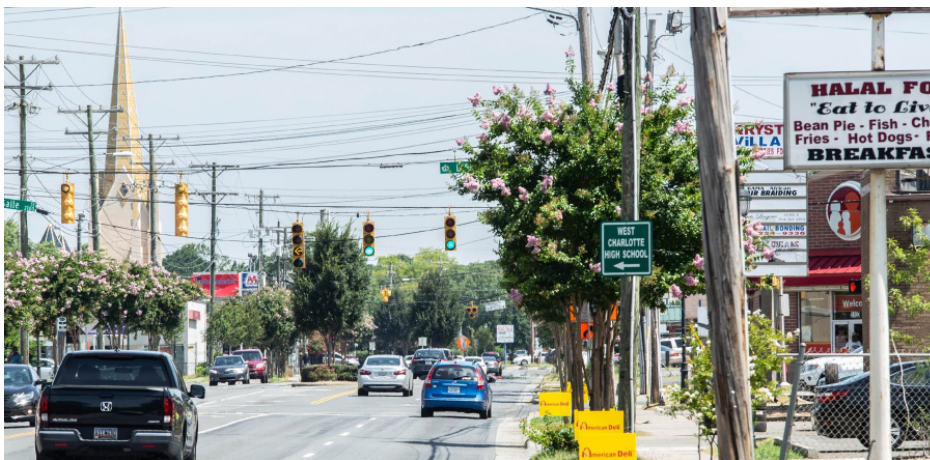
Corridors of Opportunity

Overview

Beautiful, safe and prosperous communities are places where families can grow strong and build legacies for the future.

Corridors are vital to the health of Charlotte's communities, serving as links that connect people to the resources and businesses they need to live and thrive. With a \$38.5 million investment, the City of Charlotte is renewing its commitment to six key corridors.

For more information visit charlottenc.gov/corridorsofopportunity



APPLICABLE POLICY RECOMMENDATIONS

-  **8.5** Support retention, expansion, and development of Minority, Women, and Small Business Enterprises, 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.
-  **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.



Corridors

- Beatties Ford & Rozzelles Ferry
- Freedom Drive & Wilkinson Boulevard
- Sugar Creek Road & I-85
- Albemarle Road | Central Avenue
- Graham Street & North Tryon Street
- West Boulevard

Efforts Advancing Comprehensive Plan Policies



CMPD LEED Certified Building

The U.S. Green Building Council has awarded the Charlotte-Mecklenburg Police Department University City Division with a Leadership in Energy and Environmental Design (LEED) Gold Certification for the sustainable design of its station. The building contains numerous sustainable design elements, including, access to transit, bicycle facilities, green vehicle parking and EV charging stations. The total energy cost savings is projected to be greater than 59%, resulting in both an economic benefit to the city and a reduction in greenhouse gas emissions.



5 Points Plaza

Five Points Plaza was completed this year and is the first permanent public space to be built by the City of Charlotte since 1992. Located in the heart of the Historic West End across from Johnson C. Smith University, it has a splash pad, amphitheater, swings and movable seating, public art, enhanced landscaping, and Wi-Fi. This place was designed with the community and as a result the Urban Design Center won a Knight Foundation grant for approximately \$400,000 to program the plaza over four years.

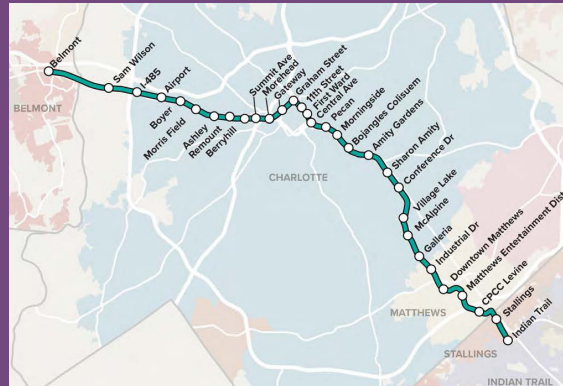
11,520 SF
of paved space

\$5.49M
project budget

6 EVENTS
since March opening



16 benches, 150 chairs, 55 tables, 4 swings,
1 performance shelter, 16 ped lighting poles,
1 Wi-Fi mesh network, 1 wrapped signal cabinet box
& 1 stunning piece of sculptural art



TOD Silver Line Study

The LYNX Silver Line Transit Oriented Development (TOD) study team worked closely with the LYNX Silver Line design team, to refine the Locally Preferred Alternative (LPA) through a year-long collaborative and iterative process that considers the TOD potential and land use impacts of stations and alignments throughout the engineering decision-making process. This collaborative process led to a refined LPA alignment adopted by the CATS Metropolitan Transportation Commission in April 2021.



Efforts Advancing Comprehensive Plan Policies

Top Urban Cities for Tree Canopy

In 2021 we learned for the second year in a row, Charlotte has been named the Global Green Model city by the Husqvarna Urban Green Space Index (HUGSI). Charlotte beat 176 cities around the world, including 16 of the biggest American cities. Charlotte has historically and consistently been ranked very high for tree canopy across the country. The City of Charlotte has historically placed a high focus and value on trees for centuries and continued that trend over the past two years. Charlotte has more than 200 tree species, and some 200,000 publicly managed trees – about one for every four residents. Maintaining trees can be expensive, and the City of Charlotte is trying to increase the attention and resources dedicated to help in the maintenance and planting effort by engaging residents and increasing annual maintenance funding. Among other things, the City is working to develop a community-driven program to help people maintain and plant trees on their property.

RECENT TREE CANOPY MILESTONES

- 1 Completion of the Tree Canopy Action Plan (TCAP) in 2021, a stakeholder-lead companion project with the Charlotte Future 2040 Comprehensive Plan that provided recommendations on tree canopy policy objectives and ordinance concepts to City Council.
- 2 The City has created a tree ID book to help residents learn what trees are in their backyard.
- 3 Increased City street tree planting and maintenance annual funding provided in FY23 Budget.

1,945 SF

public street trees
planter by city

5,639

TreesCharlotte planted
by City in 2021

67,000

public street trees
inventoried



Charlotte Center City Vision Plan

The Charlotte Center City 2040 Vision Plan is a comprehensive, strategic plan that provides a “big picture” framework and unifying vision for Center City growth and development. The 2040 Vision Plan study area builds on and complements previous planning efforts and incorporates the community’s ideas. The plan sets forth a bold vision for the future that is unique and authentic to the City of Charlotte, providing a set of innovative, transformative strategies and recommendations that will chart the course for achieving the vision. As the economic engine for the region and a leading force for the prosperity and quality of life for residents, Center City is uniquely poised to generate resources and set forth an inspirational vision as Charlotte continues to grow and evolve.

CIP Assessment

The Charlotte Future 2040 Comprehensive Plan leads staff to develop an assessment for prioritizing capital improvement projects based on the Plan recommendations focusing on improving equity in accessibility, connectivity, access to public amenities and facilities, and including bond projects.

The aim was to develop a CIP Assessment that includes input from the Plan's 10 goals, as well as incorporates fiscal, equity, and sustainability considerations. The assessment may be used by the city to help create an objective measure of whether a project implements the city's comprehensive vision.

Efforts Advancing Comprehensive Plan Policies



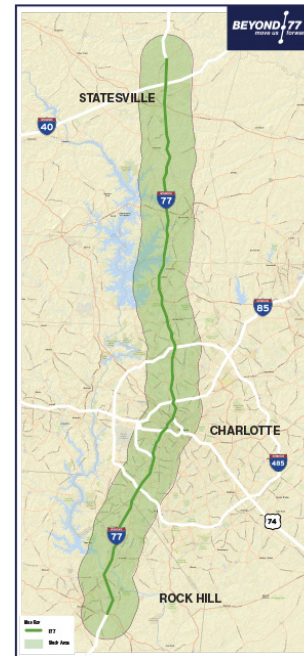
City of Charlotte's Equity Statement

The City of Charlotte Equity statement (see below) is an internal facing statement that acknowledges the City's commitment to equity throughout our organization. It is a statement that reflects our organizational values.

The City of Charlotte is committed to creating an inclusive culture where our employees can show up and belong as their full authentic selves. Diversity is our strength, as an organization and a community, and this strength is amplified through our pursuit of justice and equity.

To serve our community with integrity, we must address racial and other identity-based inequities, historic exclusion and upward mobility. To that end, we will:

- Be honest and accountable about how the city has contributed to inequity.
- Use data and innovative approaches to engage stakeholders to assess where we currently stand in relation to equity.
- Create a short, intermediate and long-term Equity Action Plan to remove barriers to inclusion.
- Review existing and proposed City of Charlotte budget and organizational policies and procedures through an equity lens.
- Provide diversity, equity and inclusion training that aligns with the city's commitment to inclusion for all of Team Charlotte.
- Adequately resource the work of pursuing equitable policies in our government.



Beyond 77

The Charlotte metro and surrounding regions are expected to double by 2050. Beyond 77 was a study originally designed to help address this dynamic growth and create long-term transportation solutions within the I-77 corridor. Now that the final recommendations have been made, Beyond 77 has evolved into a resource for elected officials and municipalities to deploy tangible strategies and solutions to improve daily commutes and ultimately, move this community forward.

During the study period, Beyond 77 looked at the long-term mobility vision on the entire network along I-77 and three to five miles on either side. Between evaluating connectivity and alternative transportation options, the project team developed solutions that improved the movement of residents and commerce throughout the area.

The CRTPO Board adopted the Beyond 77 Corridor Study in January 2022 following a comprehensive planning and engagement process throughout the past two years. A task force composed of 19 members was formed to help move forward with the adopted implementation plan.

The Beyond 77 (B77) Task Force will meet to develop recommendations throughout the next the two years on the following tasks:

- 1** Prioritize and set the stage for how to implement the first series of strategies and solutions (S&Ss) within the immediate and short terms.
- 2** Advise on how to move forward with the alternative funding recommendations.
- 3** Assist in bridging the gap with other partners and stakeholders throughout the region to get support and input with tasks 1 and 2.



OUR FUTURE

The previous year was focused upon understanding where the City is in terms of working toward the Plan's goals; establishing committees, commissions, and collaborative working groups; and establishing the framework for transparent monitoring and tracking. The following pages highlight a few projects that will make major strides toward implementing the Plan in 2022-2023.





JUTF Implementation Subcommittee

The Implementation Committee of the Joint Use Task Force will be charged with contributing annually to the Plan’s Annual Report, evaluating metrics to be used for the Implementation Dashboard and Equity and Policy Objective Metrics, and participating in an updated Implementation Strategy every five (5) years.

Comprehensive Transportation Review

The Comprehensive Transportation Review (CTR) Guidelines support Goal 5 of the Charlotte Future 2040 Comprehensive Plan: Safe & Equitable Mobility - specifically policy 5.12, which outlines the inclusion of integrated Traffic Impact Study and Transportation Demand Management programs to evaluate and address the multi-modal transportation impacts of private development.

Questions: How are we...	Proposed (Comprehensive Transportation Review)	Today (Traffic Impact Study)
 Moving People? Multimodal Infrastructure Assessment	• <u>New threshold</u> to trigger assessment • Identify needs within ¼ mile • Examples: ADA curb ramps, sidewalk gaps, transit stop amenities	No Formal Requirement
 Reducing Trips? Transportation Demand Management (TDM)	• <u>New threshold</u> to trigger assessment (in high intensity UDO Zoning Districts) • Determine project-specific TDM measures • Examples: Transit passes, on-site facilities, parking limits	No Formal Requirement
 Managing Traffic? Traffic Impact Studies	• <u>Revised Intensity-based thresholds</u> (some reduced) to be aligned with new UDO Zoning Districts	<u>One Threshold</u> (2,500 daily trips)

E-TOD Study

The Equitable Transit Oriented Development (ETOD) Study for the Silver Line builds on the recently completed land use focused TOD Study. The ETOD Study will provide an implementation focused, community-built road map for the project, building the policy from the ground up. ETOD is also critical to continue to the city vision of...

“a diverse and inclusive community of residents, businesses, and visitors alike.”

Building out a regional transit system with ETOD that supports 10-minute neighborhoods and dramatically reduces single-occupancy vehicle use and VMTs is essential to combat climate change and provide access to jobs and opportunity. This effort is critical in the Silver Line Corridor where 60% of the census tracts in the corridor have notable EJ populations.

Phase 1

- Capacity building in corridor, with emphasis on environmental justice and under-served populations.
- Build trust and continue to educate communities, specifically regarding TOD and Silver Line.
- Hire local organizers to lead conversations with stakeholders.

Phase 2

- Focus on gentrification, displacement, education and infrastructure strategies.
- Includes actionable steps to accomplish ETOD Policy Framework goals
- Infrastructure prioritization, creative funding strategies and regulatory tools

UDO Adoption & Implementation

The UDO is anticipated for City Council adoption in the Fall of 2022.

There will be a nine-month period of time before it is effective.

Acknowledgments

This report and the work to implement the Charlotte Future 2040 Comprehensive Plan is a collaborative effort and would not be possible without the many partners working to realize the Plan's vision.



City of Charlotte Departments



Strategy & Budget Department



Mecklenburg County Departments



Mecklenburg County Park and Recreation



Mecklenburg County North Carolina Public Health

