

Implementation  
(Fiscal Impact Analysis + Impact Fees + Plan Cost for Implementation + Community Benefit Agreements + CIP + Accountability + Public Investments)

Comment Source	Comment Category	General Comment Category	Summarized Comment	Staff Response
Public Input	General Comment	Accountability	What specific measures/incentives are built into this plan to hold planners and developers accountable and insure that the plan is followed? Will there be consequences for not abiding by this plan?	Section 4 describes the implementation process and tracking and monitoring of the plan's progress. Appendix C provides the objectives and metrics.
Public Input	General Comment	Accountability	The 2040 Comprehensive plan should use a base assumption of NO annexations as the Legislature is unlikely to reverse its current annexation requirements. The ETJ is already overburdened with CLT requirements that conflict with State Road standards and the 2040 Comprehensive Plan should correct those issues not add to them.	Thank you for your suggestion. Proposed revisions will be reviewed by city staff to ensure they are feasible as well as City Council to ensure they meet the intent of the plan.
Email	General Comment	Accountability	Would like introduction language be more bold.	Thank you for your suggestion. Proposed revisions will be reviewed by city staff to ensure they are feasible as well as City Council to ensure they meet the intent of the plan.
Email	General Comment	Accountability	General question as to how outreach was conducted in underrepresented areas, and how development will be incentivized in those areas.	Community Engagement Summaries for each phase of the planning process are available on the Resources page of our website at <a href="http://www.cltfuture2040.com">www.cltfuture2040.com</a>
Email	General Comment	Accountability	General comment that we should revisit Implementation Strategy but provides no specifics	Thank you for your suggestion. Proposed revisions will be reviewed by city staff to ensure they are feasible as well as City Council to ensure they meet the intent of the plan.
Email	General Comment	Accountability	APPENDIX C: GOAL AND OBJECTIVES METRICS Should have targets, by year for the key metrics. Should include a concrete plan to obtain these goals, and meet the yearly targets. Community Investment Plan (CIP) should tie in to the target metrics.	Section 4.8, page 176 describes the process for tracking and monitoring metrics.
Email	General Comment	Accountability	APPENDIX C: GOAL AND OBJECTIVES METRICS Goal 2: add metric for tiny homes, ADUs, 3&4-plexs.	Section 4.8, page 176 describes the process for tracking and monitoring metrics.
Email	General Comment	Accountability	APPENDIX C: GOAL AND OBJECTIVES METRICS Goal 3: Housing Access for All – key gap, no metrics identified.	Section 4.8, page 176 describes the process for tracking and monitoring metrics.
Email	General Comment	Accountability	APPENDIX C: GOAL AND OBJECTIVES METRICS Goal 3: Add: metric to decrease gap of affordable units (e.g. reduce from 34K by 2K/year).	Section 4.8, page 176 describes the process for tracking and monitoring metrics.
Email	General Comment	Accountability	APPENDIX C: GOAL AND OBJECTIVES METRICS Goal 3: Add: decrease number of families displaced by renovation/gentrification.	Section 4.8, page 176 describes the process for tracking and monitoring metrics.

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Email	General Comment	Accountability	APPENDIX C: GOAL AND OBJECTIVES METRICS Goal 3: Add: increase home ownership for people earning <AMI.	Section 4.8, page 176 describes the process for tracking and monitoring metrics.
Email	General Comment	Accountability	APPENDIX C: GOAL AND OBJECTIVES METRICS Goal 3: Add: measure displacement due to transit proximity for new transit development.	Section 4.8, page 176 describes the process for tracking and monitoring metrics.
E-Plan	General Comment	Accountability	I hope the city really believes in doing these things. In the most recent years I have only seen city council become more lax in approving anything and everything from builders.	Thank you for your comment. Please continue to follow the plan process at <a href="http://www.cltfuture2040.com">www.cltfuture2040.com</a>
Email	General Comment	Accountability	Proposed revision to page 9: The City of Charlotte has a duty to implement 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 should not sit on a shelf and collect dust. Instead, they are calls to action	Thank you for your comment. The Charlotte Future 2040 Team will evaluate the comment and share with City Council for review and action.
Public Input	General Comment	Accountability	Coordination with the County on Parks & Recreation is required to meet objectives for Goals 1,4,5,6,7,9. This coordination can be realized by aligning oversight, staffing, and funding similar to the Char-Meck joint city-council Stormwater services entity. A resolution has been adopted by the County to meet active transportation needs, but the city has yet to adopt a reciprocal resolution. This can be realized now.	Thank you for your comment. The Charlotte Future 2040 Team will evaluate the comment and share with City Council for review and action.
Email	General Comment	Accountability	More intentional metrics, even if not 100% quantified, are imperative. The metrics seem to almost be an afterthought but in reality are one of the most important ways to gauge the success of this plan.	Thank you for your suggestion. Proposed revisions will be reviewed by city staff to ensure they are feasible as well as City Council to ensure they meet the intent of the plan.
Email	General Comment	Accountability	The comprehensive plan does not include clear accountability measures for planners, developers, and the city to stick to this plan. If it is a living document, what does public engagement look like after adoption. Also, was form based code instead of conventional zoning considered in the plan?	Metrics for monitoring the progress of the plan are included in Appendix. The implementation and impacts of the plan will be monitored and reported on an annual basis. This data will be used to reevaluate the plan's goals and policies every five years. Robust engagement will be included in the Place Type and UDO mapping processes.
Email	General Comment	Capital Improvement Plan (CIP) Scorecard	How are active mode capital improvement projects currently planned and evaluated?	Please visit the City of Charlotte Capital Investment page to learn more at <a href="https://charlottenc.gov/charlottefuture/CIP/Pages/default.aspx">https://charlottenc.gov/charlottefuture/CIP/Pages/default.aspx</a>
Public Input	General Comment	Capital Improvement Plan (CIP) S	Opposition to CIP Project Identification and Project Prioritization described in the plan. Citizen believes City Council's goals should be limited to the 10 plan goals.	Opposition to the Charlotte Future 2040 draft policies will be shared with City Council. Council members will evaluate the community's feedback and direct staff on how to revise the draft policies.
Public Input	General Comment	Capital Improvement Plan (CIP) Scorecard	To have the CIP require a source of funding be identified for operational costs makes sense but the appropriate answer may always be that it's a Community Benefit and the costs are borne through the General fund as required by State Law.	Thank you for your comment. Please continue to follow the plan process at <a href="http://www.cltfuture2040.com">www.cltfuture2040.com</a> your comment.

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Email	General Comment	Capital Improvement Plan (CIP) Scorecard	The short term action related to CIP Scorecard needs to list Economic Development as a support agency. Who currently manages the CIP process?	The Strategy and Budget Department is responsible for the development and oversight of the City of Charlotte's annual operating budget and five-year Capital Investment Plan.
Email	General Comment	Capital Improvement Plan (CIP) Scorecard	How is the current CIP process managed? Scorecards are a good idea to improve transparency but additional public involvement can make the process more cumbersome.	The Strategy and Budget Department is responsible for the development and oversight of the City of Charlotte's annual operating budget and five-year Capital Investment Plan.
Email	General Comment	Capital Improvement Plan (CIP) Scorecard	Changes to the CIP process should include supporting businesses and enhancing the tax base	Thank you for your comment. Please continue to follow the plan process at <a href="http://www.cltfuture2040.com">www.cltfuture2040.com</a> your comment.
Email	General Comment	Community Benefit Agreements	Provide more details about the proposed Community Benefits Agreement. What are they and how do we plan to implement them.	Page 147 of the plan document describes a proposed implementation action to research the idea. City Council will review and make the decision on any revisions to the draft document.
Email	General Comment	Community Benefit Agreements	Would like more information on Community Benefit Agreements	Community Benefits Agreements in the draft Plan is a policy recommendation introduced on page 99, an example with a case study provided on page 101 and a definition on page 178.
Email	General Comment	Community Benefit Agreements	General questions on how CBAs will be implemented, and will they replace conditional rezonings. In support of idea but would like specifics.	Community Benefits Agreements in the draft Plan is a policy recommendation introduced on page 99, an example with a case study provided on page 101 and a definition on page 178.
Email	General Comment	Community Benefit Agreements	Would like more information on Community Benefit Agreements	Community Benefits Agreements in the draft Plan is a policy recommendation introduced on page 99, an example with a case study provided on page 101 and a definition on page 178.
Email	General Comment	Community Benefit Agreements	The City notes that they'd like to "explore" community benefit ordinances (CBOs) in order for neighborhoods to benefit from the economic growth in Charlotte. This needs to move beyond exploration into a process where each section of Charlotte has their own Community Benefits Zone.	Thank you for your suggestion. Proposed revisions will be reviewed by city staff to ensure they are feasible as well as City Council to ensure they meet the intent of the plan.
Email	General Comment	Community Benefit Agreements	There is a need for clarification of Community Benefit Agreements.	
Public Input	General Comment	Fiscal Impact Analysis	A key finding of the Fiscal Impact Analysis is that many neighborhoods need a variety of community amenities but the City and County don't control availability of these amenities. The plan's suggestion to explore "impact mitigation tools" is not creative. Explore how the market dynamics can change so that the desires 'amenities' will be built & supported by these currently 'incomplete' neighborhoods.	Thank you for your comment. Please continue to follow the plan process at <a href="http://www.cltfuture2040.com">www.cltfuture2040.com</a> your comment.

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	General Comment	Fiscal Impact Analysis	What was the methodology for the fiscal impact analysis?	The Methodology and Findings for the Fiscal Impact Analysis are provided on the Resources page of our website at <a href="http://www.cltfuture2040.com">www.cltfuture2040.com</a>
Email	General Comment	Fiscal Impact Analysis	We need to understand the real fiscal impact of what is proposed.	Section 4.5 of the Comprehensive Plan 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.
Email	General Comment	Fiscal Impact Analysis	Citizen would like to see more clarification about near-term vs. long-term impacts of the Comprehensive Plan.	Staff has reached out to discuss.
Email	General Comment	Fiscal Impact Analysis	<p>This document does not contain a risk assessment and analysis section. There are tradeoffs to achieving any type of outcome proposed in the plan - you must weight the pros and cons.</p> <p>A lack of a well-researched risk assessment undermines the credibility of the plan and puts forth a supposition of faultlessness. Dozens of potential events could be identified based on current trends (e.g. unbundling of retail, low birth rate, drop in college enrollment, rise in poverty)</p>	The Plan is primarily a land use plan that connects to other strategic plans to provide an overarching vision for future growth. Section 4.5 of the Comprehensive Plan 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.
Public Input	General Comment	Impact Fees	Why does the plan recommend Tax Increment Financing if the preferred growth scenario will generate a 17% increase for the General Fund? Impact fees remain illegal & should not be 'explored'.	Thank you for your comment. Please continue to follow the plan process at <a href="http://www.cltfuture2040.com">www.cltfuture2040.com</a> your comment.
Email	General Comment	Impact Fees	More information requested about potential impact fees to help address lack of funding for transportation network growth and enhancement.	The Charlotte Moves Task Force report provides funding options for a transformative mobility network. Please visit our website to learn more. <a href="https://charlottenc.gov/Mayor/Charlotte_Moves_Task_Force/Pages/default.aspx">https://charlottenc.gov/Mayor/Charlotte_Moves_Task_Force/Pages/default.aspx</a>
Email	General Comment	Impact Fees	There are conflicting recommendations, illegal impact fees, and illegal inclusionary zoning within the draft plan. How can we possibly approve it with those things in it?	The Charlotte Future 2040 Comprehensive Plan is a policy document and has no legal authority. Therefore, any recommendations within the document are not illegal.
Public Input	General Comment	Plan Cost for Implementation	The plan cost for implementation is not feasible. The proposed Community Benefits Agreements will drive up development costs. Public infrastructure spending should be prioritized in vulnerable communities. The government should allow the private market to dictate where uses such as daycare centers and grocery stores go.	Opposition to the Charlotte Future 2040 draft policies will be shared with City Council. Council members will evaluate the community's feedback and direct staff on how to revise the draft policies.
Public Input	General Comment	Plan Cost for Implementation	Has Charlotte established any official lines of communications with other cities that are either further ahead, going through the same steps, or earlier on in their journey to encourage sharing lessons learned, ideation, problem solving frameworks, policy learnings, etc? It will be a waste of money if these recommendations are not thought out - long term.	Yes. Through each phase of the planning process, we connected with other cities across the country to discuss best practices and lessons learned. Our consultant team, MIG, also has national experience in developing comprehensive planning documents. Many of those findings are shared throughout the plan document in Section 3.

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Public Input	General Comment	Plan Cost for Implementation	Would suggest an evaluation of goals to determine what is attainable as well as taking into consideration the costs vs. benefits and the timing in order to ensure the plan is implementable.	Section 4 describes the implementation process and tracking and monitoring of the plan's progress. Appendix C provides the objectives and metrics.
Public Input	General Comment	Plan Cost for Implementation	Fiscal responsibility is the most important plan goal. The plan should include an estimated cost and means to finance the expenses.	Section 4.5 of the Comprehensive Plan 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.
Public Input	General Comment	Plan Cost for Implementation	The "Shared Prosperity" approach to creating new funding tools in partnerships and private businesses ignores the fact that new developments provide tax revenue which is collected in the General Fund. The regional mobility network, CMS, and public spaces could be supported by the General Fund if allocation to those uses were permitted.	Thank you for your suggestion. Proposed revisions will be reviewed by city staff to ensure they are feasible as well as City Council to ensure they meet the intent of the plan.
Public Input	General Comment	Plan Cost for Implementation	Will Council increase the Planning Department's overhead budget to expand staff to cover the planning program aspirations?	Thank you for your comment. City Council and City Manager makes budgetary decisions to ensure that we continue to provide quality services to our community.
Email	General Comment	Plan Cost for Implementation	Citizen has a lot of questions about content included on page 164 regarding fiscal considerations, funding and financing tools to implement the plan	Thank you for your comment. Staff has scheduled a follow-up conversation to discuss.
Email	General Comment	Plan Cost for Implementation	Citizen supports idea of Value Capture Programs as a new funding tool or approach to implement the plan's vision.	Thank you for your support. Feedback on the Charlotte Future 2040 draft policies will be shared with City Council. Council members will evaluate all the feedback received and direct staff on how to revise the draft policies.
Email	General Comment	Plan Cost for Implementation	The objectives outlines in Goal 10 (Fiscally Responsible) will come at a high price tag to the city and residents	The Plan is a 20 year plan and will require strategic investments over time. Section 4.4 and 4.6 provides a recommended approach for future investments.
Email	General Comment	Plan Cost for Implementation	Opposition to recommendations requiring developers to pay for roads in large infill projects. Any regulations that increase the cost of development should be reconsidered.	Opposition to the Charlotte Future 2040 draft policies will be shared with City Council. Council members will evaluate the community's feedback and direct staff on how to revise the draft policies.
Email	General Comment	Plan Cost for Implementation	Opposition to impact fees because it conflicts with protecting affordability.	Opposition to the Charlotte Future 2040 draft policies will be shared with City Council. Council members will evaluate the community's feedback and direct staff on how to revise the draft policies.
Email	General Comment	Plan Cost for Implementation	Opposition to impact fees because it conflicts with protecting affordability. Support for Tax Increment Grant Programs that provide repayment of costs for public improvements or "land value capture." Inclusionary zoning has not proven to be an effective tool for increasing affordable housing.	Opposition to the Charlotte Future 2040 draft policies will be shared with City Council. Council members will evaluate the community's feedback and direct staff on how to revise the draft policies.

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Email	General Comment	Plan Cost for Implementation	Future growth must be tied to infrastructure capacity. Adequate schools need to be built from the beginning, not upgraded once overcrowded. CDOT must address an entire corridor when development occurs, not just a traffic signal. Public space requirements should be tied to development.	Thank you for your comment. Please continue to follow the plan process at <a href="http://www.cltfuture2040.com">www.cltfuture2040.com</a> .
Email	General Comment	Plan Cost for Implementation	Support for community benefit agreements and value capture tools but recognize they may drive business elsewhere.	Thank you for your support. Feedback on the Charlotte Future 2040 draft policies will be shared with City Council. Council members will evaluate all the feedback received and direct staff on how to revise the draft policies.
Email	General Comment	Plan Cost for Implementation	Support for Municipal Service Districts, Merchant Associations, and other targeted funding sources as a recommendation for building organizational capacity and coordination	Thank you for your support. Feedback on the Charlotte Future 2040 draft policies will be shared with City Council. Council members will evaluate all the feedback received and direct staff on how to revise the draft policies.
Email	General Comment	Public Investments	Neighborhood 1 - Point 4 - How will you manage existing power lines as they conflict with the goal of having unencumbered tree-lined streets?	Specific land development regulations will be provided in the Unified Development Ordinance.
Email	General Comment	Public Investments	Revise proposed policy language	Thank you for your suggestion. Proposed revisions will be reviewed by city staff to ensure they are feasible as well as City Council to ensure they meet the intent of the plan.
Email	General Comment	Public Investments	Revise proposed policy language	Thank you for your suggestion. Proposed revisions will be reviewed by city staff to ensure they are feasible as well as City Council to ensure they meet the intent of the plan.
Email	General Comment	Public Investments	How do we preserve the character of existing neighborhoods along future transportation corridors? Investing in transportation in areas where people need opportunity/access, so will definitely need to balance this specifically in these fragile areas.	Thank you for your comment. Providing safe and equitable mobility options for our community is an essential component to our growth strategy.
Email	General Comment	Public Investments	Who are the vulnerable communities that will receive a least half of the public infrastructure spending over next 20 years?	The Equitable Growth Framework in Section 1 of the Plan describes the approach for determining vulnerable communities. Section 4.6 provides an approach to developing projects.