

WEBVTT

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Erika Pinto: Hello! My name is Erica Pinto, and I am spurs San Jose, planning policy manager. thank you so much for joining us today. for this digital discourse. Many of you here today are spur members. So thank you for your support. If you are not a member. I encourage you to join, to support spurs, ongoing work in using education, policy, analysis, and advocacy, to make our cities and region more prosperous, sustainable, and equitable

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Erika Pinto: places to live. Your financial support enables us to continue our work, including the hosting of programs like today's. You'll also find more information about membership online at spurred org slash joint.

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Erika Pinto: And today's digital discourse is titled planning for the future frameworks for a more equitable and complete communities. one concept emerging as cities develop economic recovery strategies is the 15 min city in which everyone is able to meet most, if not all, of their needs. Within a short walk or bike ride from home. It is a city composed of, lived in people-friendly, complete

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Erika Pinto: and connected neighborhoods. We use the phrase 15 min City, as it is the most commonly used term internationally, which has been popularized by Paris, Mayor and Italgo, and academic Carlos Moreno.

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Erika Pinto: and has been a driving force behind the Paras City plan. However, cities are using many other terms to describe the same such principles, including 20 min. We're complete neighborhoods in Portland and Melbourne, or even 10 min frameworks and cities like Charlotte, that are guided by the ideas and vision that injecting more life into local areas across a more human scale city can deliver positive and sustainable change.

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00:02:03.220 --> 00:02:19.710

Erika Pinto: Knowing that many of these ideas are not new. Many cities have been implementing elements of this approach for years, but but they are also pursuing new for new ways of screaming these concepts in practice. How do you cities translate the elements and mechanisms of planning models into the policy implementation context.

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00:02:19.710 --> 00:02:36.080

Erika Pinto: Charlotte, in North Carolina has taken a bold approach to centering equitable development and planning in its newly approved Charlotte future, 2,040 comprehensive plan, and Portland has employed this concept as 20 min neighborhoods as part of its long term strategy. Since 2,010,

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Erika Pinto: you join us today for a discussion about the actions that city leadership staff urbanists and community members can take to plan for more equitable, sustainable, and prosperous cities.

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Erika Pinto: And now I'd like to introduce our speakers for today. we have Robert Studentville. Robert is senior communications adviser, editor of Public square and producer of On the Park bench for the Congress for the new Urbanism. He is a Cnn. Fellow, and has been working in the field of new urbanism for more than 25 years.

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00:03:07.740 --> 00:03:24.750

Erika Pinto: Also here today we have Alicia Osborne. Alicia is the division manager and assistant director in the city of Charlotte's Planning design and Development Department, where she is also the project manager for the Charlotte future. 2,040 comprehensive plan. Charlotte's first comprehensive plan in almost 50 years

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Erika Pinto: prior to returning to the public sector. In December 2,019, Alicia was vice President of planning and development for Charlotte's downtown business improvement district, where she was strategically guided. Equitable growth and development in the historic West End, Charlotte's oldest African American neighborhood.

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00:03:42.700 --> 00:04:07.389

Erika Pinto: we also have today Katherine Mahoney. Catherine has over 10 years of public sector experience in Longreach, land use and transportation planning as senior project manager for the city of Charlotte's planning design and development departments, long range planning division. She oversaw development of the Charlotte future 2,040 policy map, and is currently managing the Charlotte future 2,040 community area planning process.

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00:04:07.530 --> 00:04:25.809

Erika Pinto: And last, but not least, we have Bill Cunningham here today. Bill is a senior city planner with the city of Portland, Oregon, where he led work on Portland's innovative urban

form and 20 min Neighborhood Policies Bill is now working with local communities on area plans to bring change that is responsive to community needs.

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Erika Pinto: we will be having a Q a. Today after our panel. and we want this to be an interactive conversation and plan on spending as much time as possible, engaging with you all, so I encourage you to use the chat box to share your thoughts with each other and the speakers. I encourage you to also submit your questions, that you may be ha! That you may have by using the Q. A. Panel it should appear as a button at the bottom of your screen or the top of your screen. If you're on a mobile app

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00:04:53.610 --> 00:04:59.770

Erika Pinto: within the next few days we'll be sharing a copy of the recording transcript and chat with everyone who is registered.

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Erika Pinto: and with that I will turn it over to Rob, who will kick us off with a presentation.

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00:05:11.900 --> 00:05:14.560

Erika Pinto: and we will be pulling that up just now. Thank you.

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00:05:15.300 --> 00:05:16.910

Rob Steuteville: Thank you, Erica.

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Rob Steuteville: The 15 min city means designing and building places based on human power, transportation and the metric of time.

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00:05:24.830 --> 00:05:40.440

Rob Steuteville: Human power, transportation, and the metric of time have been critical to urbanism right from the start. Essentially, people needed to get where they needed to go without cars for most of human history given within a given amount of time next slide.

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Rob Steuteville: The neighborhood at the scale of the quarter mile. Radius has been a concept for a long time, and I think may have been the beginning of the 15 min city left is the Clarence Perry. Diagram of the neighborhood unit from 1,930, of course. after that. we had automobile oriented planning which took over for several generations.

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Rob Steuteville: and the the mixed use neighborhood disappeared all together for several for many, many decades, and the new Urbanists and their allies resurrected the mixed Use neighborhood and the 5 min walk in the 1980 S. And 19 nineties

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Rob Steuteville: next.

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Rob Steuteville: Every plan that they did nearly included the 5 min walk circles to designate the proper human scale of the neighborhood. Next.

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Rob Steuteville: they also worked at the regional scale, but the regional scale is huge. This is a front in Utah, 100 miles north of south. Obviously there's a need for something in between the scale of the quarter, mile, radius, neighborhood, and the metropolitan region. Next.

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00:06:51.300 --> 00:07:18.460

Rob Steuteville: the need for that in between scale got people thinking about sheds larger than the neighborhood, smaller than the region. Hence the concept of the 20 min Neighborhood which was developed in the early part of of this century, and and it began to be explored in some cities. Here we have a walk score heat map of Baltimore, and the green areas become the centers of what could be called 20 min neighborhoods. This was from 2,013.

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Rob Steuteville: The concept was not yet fully formed. Next.

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Rob Steuteville: in the latter half of the last decade, of course, Moreno put the name to the 15 min City. And this is the way that it was drawn. There are 2 elements, the human power transportation walking and biking and the metric of time the 15 min distance and that concept or that phrase seem to stick and catch on It is apt, because the concept is really on the city scale rather than a neighborhood scale.

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Rob Steuteville: However, unlike the 5 min walk idea, we don't really see a measurable scale that can be mapped in real places. Next.

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Rob Steuteville: in 2,021, I wrote a paper with Andreas, the one that attempted to put a theoretical framework around the 15 min City. We followed that up with another paper last year, both of which can be read on public square scenes website.

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Rob Steuteville: In these papers we define the 15 min city in terms of sheds for walking and bicycling within 15 min The most basic shed is is still the 5 min walking shed, or the single neighborhood, which, if designed well, you should be able to have access to many of your daily needs.

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Rob Steuteville: A cafe, milk, bread, pharmacy, something like that. The next shed is the 15 min walking shed, which is the size of 7 or 8 neighborhoods, all linked together which should provide access to weekly needs larger grocery store bigger employers, bigger parks, that sort of thing. And that's That's also about the size of a 5 min bicycle shed which provides cargo capacity to bring things home.

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Rob Steuteville: And finally, you have the 15 min bicycle shed, which is quite large, because the average person can ride up to 3 miles in 15 min that should provide occasional needs and in special special facilities and access to many more jobs. Next.

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Rob Steuteville: transit systems link to 15 min sheds together so that one can have access to the larger economy, human power, transportation of the 15 min City doesn't preclude anyone from getting in a car, but it does make it more socio economically equitable and sustainable. If you don't have to get into a car, the 15 min City is filling that critical scale between the metropolitan region and the neighborhood, but the design still must be subject to the human scale.

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Rob Steuteville: How far you can walk a ride in a given amount of time without that spatial discipline of the human scale you essentially end up with scroll. Thank you.

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00:10:05.850 --> 00:10:19.730

Erika Pinto: Thanks, Rob. I was super informative. And now I just want to hand it over to Alicia, who will be providing an overview of presentation of Charlotte's work. Thank you, Alicia and Katherine.

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00:10:21.260 --> 00:10:23.760

Alysia Osborne: Thank you. Can you guys hear me?

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00:10:23.910 --> 00:10:26.359

Alysia Osborne: Not that we haven't been on Zoom for

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Alysia Osborne: 3 or 4 years now. I still have to ask that question, but thank you for the opportunity to talk about Charlotte's journey to create more comfortable and complete communities. I also have Kathryn, who's helping to answer some of the questions doing the create. Q. A. But I'll walk through a couple of slides just to share where we are in our work in Charlotte.

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Alysia Osborne: next slide.

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Alysia Osborne: So thank you. Bill, thank you Rob, for the foundation of this whole concept about creating walkable cities and and the history behind the idea, and how we've evolved in our community. And so when Charlotte, we wanted to also not just look back at how the city developed over time. But how do we build a more equitable city and equity. in our plans is not simply a part of accomplishing

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Alysia Osborne: the comprehensive plan, but acknowledging and working to correct Charlotte's legacy of discriminatory policies and practices.

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Alysia Osborne: as we developed over time and keeping equity at the root of the plan, shares that the future actions contribute to every member of our community having the resources, skills and access that they need. So within the comprehensive plan.

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Alysia Osborne: we wanted to make sure that we are considering those things or decisions that we made in the past in terms of redlining in our community in terms of inequitable investment, and making sure that as we create a framework of of policies around growth and development that we have equity and understanding our past at the forefront.

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00:12:10.680 --> 00:12:38.330

Alysia Osborne: And so in realizing all that to implement that vision for more equity. We quickly realized that we needed a whole new suite of policy and regulatory tools. We adopted the comprehensive plan which talks about how to establish the vision or blueprint for creating equitable and commute complete communities. In Charlotte. We then adopted the policy 2,040 policy map which takes

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Alysia Osborne: those place based policies within the comprehensive plan. to connect them to the vision for equity throughout our community. and the map is used for decision making around growth and development as well as investments in our community. And now we're currently working on our community area planning parks process

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Alysia Osborne: which is intended to refine the broader vision within the comprehensive plan, but making sure that future development better benefits everyone in Charlotte and provide equity for all.

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00:13:09.840 --> 00:13:27.040

Alysia Osborne: And so there are 3 major fundamental components of of the work that are the foundation. And the first is our equitable growth framework. once it was the vision. Was this not defined to become more equitable in the future? We had to develop a system of measuring

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Alysia Osborne: existing equity of conditions as we have them today, and how we monitor them in the future. So what the equitable growth framework does is, look at how we have, where are we measuring? How we, measuring up for access to essential and many of these amenities, goods and services, access to housing, opportunity to employment and the impact of environmental justice.

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00:13:52.190 --> 00:14:08.890

Alysia Osborne: What's unique about this equitable growth framework is is Charlotte's first time and identifying those populations that are vulnerable to displacement. And so as we're thinking about the lack of access, and who who needs these goods and services

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00:14:08.890 --> 00:14:22.369

Alysia Osborne: and housing opportunity. We're also coupling that information around displacement. To make sure we're making decisions that won't hurt our community further, will create more equity. Moving forward.

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Alysia Osborne: The second component to that broader foundation for creating equity and complete communities was rethinking our land use classification system.

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Alysia Osborne: we transfer or started using the place types which are not zoning districts, but they think of a whole list of community. in terms of not just what, how you use the land, but how you connect uses, how you design them. how you provide open space and

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Alysia Osborne: provide for equity in in community as well.

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Alysia Osborne: So all of that connects to the 10 plan goals, which really build upon each other. The first 3 really talk about our neighborhood, the second, 3 4 goals. Talk about how we move in our community creating creating more complete communities around mobility and creating great great neighborhoods.

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00:15:20.300 --> 00:15:37.230

Alysia Osborne: And then the last 3 to 4 goals really focus on creating economic opportunity. And how do we retain our identity and charm. And so the whole notion around the the 10 min Neighborhood As Rob mentioned, it's not a new idea.

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Alysia Osborne: but for Charlie it it was easy to translate the idea from what we've learned through our transit, or in the development principles.

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00:15:45.710 --> 00:16:07.719

Alysia Osborne: And how do we make those principles apply to the rest of the community absent of a major investment around transit. the areas of greatest need still need access to fresh food, health care services, to public transit, to jobs, into to amenities, and so that 10 min Neighborhood idea is really

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Alysia Osborne: has helped expand the idea notion of creating greater access for for all of Charlotte. And so right now, we're in the community area planning process where we're taking these broader visions.

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Alysia Osborne: And it goes within the comprehensive plan. and applying them to the neighborhood, having a more regular conversation about how we grow equitably and creating these complete communities. And the difference in this process as previous planning processes, we are doing the entire city at the same time. For years we've worked in a communities one at a time, and sometimes the areas that need the

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Alysia Osborne: attention the most we never get to. And so this is a process that we've designed to be equitable, not only in process, but also in our engagement and making sure that everyone has a voice in this establishing, establishing how we create these complete communities.

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Alysia Osborne: That's it.

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Erika Pinto: Thanks so much, Alicia. I at least. Yeah, sorry, really. And now I will turn it over to Bill. to provide a presentation on Portland.

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Bill Cunningham: Great thanks, Erica. I hope everyone can see my slide and hear me. I'm a Bill Cunningham, from the city of Portland, just with that very briefly. Go over some of our 20 min neighborhood approaches. And one thing I just wanted to highlight is that

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Bill Cunningham: Portland? One of our challenges is, we are not actually a very compact city. We have about 145 square miles of land, with about 640,000 people at about twice the land area of Seattle, and 3 times the land area of Vancouver, BC. Or our Northwest sister cities

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Bill Cunningham: about about the same population, and one of our challenges has been, how do we benefit from some of the advantages of compact cities? You have proximity to services, ability to walk and bicycle and a compact development and a lower emissions opportunity. Because when we're not a very compact city, and the

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Bill Cunningham: 20 min Neighborhoods and the idea of centers as hubs for our complete neighborhoods is our way of seeing how we can grow and

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00:18:31.880 --> 00:18:56.569

Bill Cunningham: really be strategic in our investments in a way that takes advantage of opportunities for compact development. basically, Portland has something like 200 miles of corridors which back in the old days that was our approach. And we always focused development on our transit corridors. but there's no way we can equally ensure that all these corridors are going to be vibrant

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Bill Cunningham: places that are hubs for community. So if there are recent comprehensive plan update, we really latched onto centers, and the idea that each part of town, each district would be anchored by a mixed use center serving as a hub for services.

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Bill Cunningham: we designated a range of different types of centers, and I'll say a bit more about that. about 50% of our growth is anticipated. Now to be in our mixed use centers, and close by another 30% in our central city area.

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Bill Cunningham: And the key thing to be aware of is the idea that complete neighborhood is the term we often use. But there is not really a concept that each one of these centers is going to be a truly complete neighborhood. It only works when it's part of an interconnected system. you're never going to have the concentrations of jobs in each neighborhood center as you have in the central city or our industrial areas.

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Bill Cunningham: So it really works as part of an interconnected system that includes a transit access to these key regional type destinations.

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Bill Cunningham: I'm not going to say a whole lot about what centers are about, because I think we're hearing the same thing from from everyone. They're really intended to be very walkable places of concentrations of a neighborhood businesses, community serving uses beyond just commerce.

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Bill Cunningham: housing as well as public gathering places. We really heard from the community that they wanted their centers be places other than just places. You go to buy things. But police is a support gathering, and it's also a key part of our climate action strategy making it possible for not so many people to be so dependent on driving. And these are places where prioritizing for things like affordable housing and community economic development.

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Bill Cunningham: One part of our approach was an analysis looking at the extent to which, neighborhood areas already have some of the attributes of complete neighborhoods. Where are the the, the grocery stores, and the neighborhood business districts and the infrastructure makes it possible to walk by and take a transit, and the glowing areas, the hotspots to the places that had some of those attributes and those typically where the Pre world or 2

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Bill Cunningham: streetcar era neighborhoods the bluer cool areas, the places where you don't really have those attributes. And you could see that East Portland which is actually where a lot of our lower income communities and our immigrant communities are really don't have those attributes. They have a few glowing spots where the commercial districts are, but not the connective tissue that makes it work, and part of our framework is monitoring the extent to which we.

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Bill Cunningham: improving the completeness of neighborhoods every 5 years is our our investments really making a difference.

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Bill Cunningham: and another thing went to the highlight in terms of some of the equity dimensions is that one equitable equity approach is this idea that each neighborhood or district area is intended to be anchored by a center, and a key aspect of it, too, is that everyone should benefit from the improvement of centers without being displaced. A lot of concern about improvements, meaning that the people who can most benefit from, though.

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Bill Cunningham: and closer to services get priced out. So that's a key thing guiding a lot of our approaches. Our community economic development efforts have been focused on the the lower income center areas. we now have inclusionary housing, so that every building with 20 or more units must include affordable units. we have a couple of housing bond measures that have been

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Bill Cunningham: bring in more affordable housing. And part of the idea, too, is we prioritize locating that affordable housing in the well served areas, not the the periphery where the land might be cheapest and The strategic aspect is, we have a lot of infrastructure shortcomings, a lot of areas without sidewalks.

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Bill Cunningham: And we're prioritizing our infrastructure and transit improvements. around the centers. and that allows us to really be strategic with limited funds in terms of opportunities to improve a sidewalks and connectivity.

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Bill Cunningham: we also have bonuses for affordable commercial space. We heard from many of our communities that it's not just about affordable housing. We need to be part of the new development that's happening in terms of our local businesses. And we're currently undertaking anti- displacement action plan to work with our our communities, especially our communities of color on the most effective ways to avoid displacement.

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Bill Cunningham: and just very briefly. we have a hierarchy of centers ranging from ones like the Central Sea, the anchor, the whole region going down to town centers. These medium sized dots that anchor a broad district of the city, and smaller neighborhood centers that are more like your local main streets, and those smaller centers have really

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Bill Cunningham: It seemed a more important function, especially as post covid as the downtown has had fewer people working in place and more people working from home. The neighborhood centers have remained very resilient because a lot of people are continuing, continuing to work from their their housing in the neighborhood center areas.

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Bill Cunningham: just very briefly about

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Bill Cunningham: the changes to the way we're doing, planning. A lot of our work has been trying to center the perspectives and needs of our our.

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Bill Cunningham: We might call them more vulnerable communities, our our lower income communities, immigrant communities, communities of color and our our recent plans have really

been a crude created plans. really centering those needs of the community. And a lot of the efforts have really focused on use, to begin with, as as the future of our cities really try to be inclusive in the languages we use. And there's been a whole lot of interest in

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00:24:31.450 --> 00:24:56.450

Bill Cunningham: strengthening access to economic opportunity, a lot of interest and more micro enterprise components to centers and some early implementation ideas for pop up markets and community spaces which were strategic or tactical urbanist approaches to make something happen quick and really support a local businesses. And I want to leave room. So I'm not going to really talk more about the the.

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Bill Cunningham: but it really has become a a centerpiece to the way we do our planning to make sure these centers are not following some generic model that are really

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Bill Cunningham: centered on the needs of the communities they are serving. that's a key aspect. It no one. Size fits all approach to centers that needs to be sensitive to the needs of communities. So I'm gonna

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Bill Cunningham: stop sharing there.

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Bill Cunningham: And I'm really interested in the dialogue, we'll have

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00:25:23.540 --> 00:25:52.150

Erika Pinto: wonderful. And thank you so much, Bill, and thank you all to our speakers for sharing a tidbit of of what's going on in your cities and and bodies of work. and yes, looking forward to this conversation. So again, if if our participants are interested in submitting any questions, you are more than welcome to do so. But we will launch into our panel conversation, and the first question that I have is for Robert. You know, how. How does this 15 min city concept

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Erika Pinto: differ if we can take a step back from traditional urban planning paradigms that have been dominant in the past century, and what benefits does it offer to residents and communities? I think we've heard a little bit of, you know the efforts around this. But wanted to hear some of those thoughts about how it

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Erika Pinto: you know what it does offer to residents and communities.

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Rob Steuteville: Well, I think the 15 min City is really very similar to how cities were planned, you know, prior to the automobile taking over when you really had to have a 15 min city to get to get access to your needs because you weren't gonna be getting around you you didn't have the freedom to get in the car and just go wherever you wanted to. but of course, once we had the

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Rob Steuteville: the automobile oriented planning we lost the spatial discipline completely of of the 15 min City, and we were in a 15 min car environment where you could just get in the car and go 15 min somewhere and get whatever you needed. And of course we found out there were significant downsides to that that.

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Rob Steuteville: that our our our communities lost all sense of of place. and you can see that all across America, the the problems that we've had with designing for the car. 15 min city, and then in the last I'd say 4 decades or so we've tried to get back to designing

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Rob Steuteville: again for the human scale. 15 min City.

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00:27:34.870 --> 00:27:40.680

Erika Pinto: Yeah. And I think that that has a I think it became very recently

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Erika Pinto: pressing because of because of the pandemic, and there was a period of time where everyone was constricted in terms of their mobility and where they could go And it typically became their house, and it the the immediate surroundings. And, as we all know, it, has had a significant impact on urban planning, and how people perceive city living. so I wonder if we could expand and talk about you know how these ideas for more human scale cities

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Erika Pinto: evolved in response to the lessons that we were learning from the COVID-19 crisis. And I'm thinking about some of those expansions in some cities of outdoor dining and and making that permanent

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Erika Pinto: But How can cities sustain this momentum and commitment to creating these kind of more sustainable urban environments? Even after you know, these immediate challenges have subsided. And I think we can start with Bill.

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Bill Cunningham: Sure. I think one thing that Covid at least a day. Positive thing that came out of it was rethinking the way we use streets

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Bill Cunningham: Portland, and many cities have a open up opportunities to transform part in spaces to outdoor space for businesses and for community. And in fact, we have closed off some street segments to becoming more of a an outdoor gathering place for for communities and to support businesses.

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00:29:11.140 --> 00:29:34.560

Bill Cunningham: And people have gotten used to that. So back Pre covid. The idea of removing parking spaces or closing a street segment to car traffic was a a definite No, no. And I think people of with Covid have come to appreciate. basically the changes to the way we use our street space. So I think that's that's one aspect and and really, probably in some ways

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00:29:34.560 --> 00:29:53.330

Bill Cunningham: giving some new life to the idea of neighborhood centers as as a hub for a community, just because, because there's a very major downside to having fewer workers going into downtown. But there is aspect of more residents going to things locally in in their neighborhood.

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00:29:54.740 --> 00:30:05.900

Alysia Osborne: Yeah, if I could to add to that, Erica. you're absolutely correct, Bill. streets are. There are our largest public assets in in. And

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00:30:06.090 --> 00:30:08.160

Alysia Osborne: I think the other thing that

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00:30:08.220 --> 00:30:23.070

Alysia Osborne: regained it's kind of value is our our parks and our trails. our open space that you know. I think a lot of our community have forgotten just in a busy day of of life. You just

112

00:30:23.190 --> 00:30:41.800

Alysia Osborne: don't recognize that the mainly this right there in your backyard. I think people start to really take advantage of those faces. And We've responded here in Charlotte, particularly with in our county, who had leads park and recreation with funding for their master plan.

113

00:30:41.800 --> 00:30:59.730

Alysia Osborne: They have dedicated some significant funding to focus on neighborhood parks to restoring and finishing some greenways and trails. Because I think Covid really put put the parks and maps is this is a place that's safe. This is a place that

114

00:30:59.730 --> 00:31:22.649

Alysia Osborne: relatively inexpensive for everyone to enjoy. So it it was an asset that everyone could participate in. If the parks and ricks are free, you don't have to pay for so I think folks were really excited about that coming out of Covid or respond to Covid that we have this asset. Let's use it celebrated and invest in it.

115

00:31:23.200 --> 00:31:52.259

Rob Steuteville: Yeah, I think it's Bill alluded to. One of the really P. One of the upsides to people not commuting as much and more people staying at home is the activation of the neighborhoods. we actually effectively have a larger work course of a of workforce working at home and people working out of these neighborhoods. And so they need things during the day. So you probably see more people out and about

116

00:31:52.420 --> 00:31:57.819

Rob Steuteville: in in the neighborhoods Now, after Covid

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00:31:59.500 --> 00:32:01.690

Erika Pinto: definitely. And I think,

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00:32:02.080 --> 00:32:28.710

Erika Pinto: that that leads to another question in terms of, you know, facilitating some of these connections and enabling the the land use policies that can get us there a little bit more. So many of these ideas that we've been going over talking about will require changes in zoning and land use policies? so how can cities navigate the political challenges that are associated with implementing these type of policy changes? And

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00:32:28.710 --> 00:32:38.930



Erika Pinto: we can go a little bit further. What are some strategies that maybe you all have grappled with? thinking about single family or building more middle housing mixed. Use

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00:32:39.200 --> 00:32:44.480

Erika Pinto: and I will hand it over to Katherine if you'd like to kick us off.

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00:32:46.280 --> 00:33:08.240

Catherine Mahoney, City of Charlotte: Yeah, sure. So we, you know, that's essentially what we did within the 2,040 comprehensive plan which kicked off prior to Covid. But our engagement had to be completed during Covid. So Our 2 plan goals with Alicia shared in her presentation goal number one of creating 10 min neighborhoods in goal number 2 of diversifying our housing stock

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00:33:08.240 --> 00:33:21.659

Catherine Mahoney, City of Charlotte: really speak to this diversification and integration. and so those goals were adopted by council. And then we also updated our development regulations, which

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00:33:21.760 --> 00:33:26.300

Catherine Mahoney, City of Charlotte: help implement those goals and effective. July first.

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00:33:26.370 --> 00:33:47.500

Catherine Mahoney, City of Charlotte: I'll provide an example. Goal number 2 in order to diversify our housing choices. We are allowing and encouraging duplexes, triplexes and quadruplexes within all neighborhoods, including the traditional single family neighborhoods. And so effective July first this year that development can happen by right

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00:33:47.570 --> 00:34:00.170

Catherine Mahoney, City of Charlotte: The the standards are tailored to that new development is compatible with the existing character. And then we also have some anti-displacement work going on right now to ensure

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00:34:00.300 --> 00:34:18.080

Catherine Mahoney, City of Charlotte: that these new policies and regulations are delivering the the benefits that we're hoping for and and none of the negative impacts. So that's some of the work that we've done to build upon a momentum. And at least you can really speak better to some of the political.

127

00:34:18.550 --> 00:34:27.959

Alysia Osborne: I think that might be the popular part of the question. I I would say that. We have been talking about

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00:34:28.400 --> 00:34:49.879

Alysia Osborne: the need to accommodate growth and increase housing options for at least a decade. and and I know they may not seem like a long time. But when we're talking about the political round where council members change over every 2 years.

129

00:34:49.880 --> 00:35:17.470

Alysia Osborne: That's a pretty long time they'd be having the same conversation about. We need to do something different if we're going to create more equitable communities, more housing, option, more housing opportunity, within our community. And so we had a elected and appointed officials our planning commission and our council, who were very, very engaged in the planning process. And

130

00:35:17.810 --> 00:35:30.039

Alysia Osborne: they some of them became advocates for what was in it. Of course not. Everybody was on board, but I think at the end of the day They understood we had to do something different

131

00:35:30.150 --> 00:35:51.739

Alysia Osborne: if we wanted different results in our community in in terms of equity and in terms of providing housing options and impacting affordability within our community. So we had to slow walk. The process is a very intense engagement process with them. but it it takes time.

132

00:35:51.790 --> 00:36:17.789

Alysia Osborne: and you just have to to start really slow with the process having those conversation. The why is really important, making sure they understand why you're doing it. And and what are the impacts? And how does it advance? The overall goals of the city when we're talking about that that particular zoning and policy around a single family neighborhood. So

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00:36:18.330 --> 00:36:23.469

Alysia Osborne: the that was some worse of advice on that. It's a difficult question, though.

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00:36:24.160 --> 00:36:28.039

Erika Pinto: Yeah, it's a lot of question, Bill, did you wanna follow up?

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00:36:28.170 --> 00:36:35.730

Bill Cunningham: I just wanted to add, A is great hearing what Charlotte's been doing. Portland has done something similar, where we allow

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00:36:35.730 --> 00:36:57.010

Bill Cunningham: basically up to 4 plexes in most of our single family zones. And just wanted to mention something that helped that public discussion. And it was really a community advocates who are concerned about housing affordability. They really brought to a lot of the hearings a younger people who felt shut out of the housing market and

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00:36:57.010 --> 00:37:19.619

Bill Cunningham: years back a lot of the voices we primarily heard from were often more affluent. People already had houses, and this time around there was a lot more organizing around people who were really shut out of the single family house market. And I think that made a huge difference in terms of the community discussion about things. and just 2 years after adoption of this

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00:37:19.620 --> 00:37:44.520

Bill Cunningham: 4 plexes, and our single family zones are actually responsible for the greatest number of units being built in what had been our single family zones. so I I I think that the role of the community advocates, and making sure we hear from the whole of the community. versus those who are fairly comfortable with where they are is pretty key, and I think part of it in terms of our mixed use areas is

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00:37:44.520 --> 00:38:07.679

Bill Cunningham: we do have a design standards we applied in conjunction with allowing greater scale, and the greater scale was also linked to providing affordable units, so that there is a bit of a balancing act that help, I think, smooth the way because there's broad acknowledgment of the need for more affordable units, and a design is something that help some things over as well.

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00:38:09.700 --> 00:38:33.599

Erika Pinto: And and I think just as a as a follow up question to that, because it I think that this is something that was referenced in the in the presentations. But, you know there is somewhat of a sickness when thinking about how to more effectively integrate residential areas and many times single family residential areas with more business, more retail, more essential services to achieve this goal. So I I I wonder if if we can

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00:38:33.950 --> 00:38:46.129

Erika Pinto: get a few more thoughts about how to effectively sort of plan around that, and and talk about what some of those design standards was in the process was in terms of engaging with community design. the design community and so on.

142

00:38:47.170 --> 00:39:13.089

Bill Cunningham: it's a yet an approach we used was having transitions in scale from the the centers of our mixed use areas to the surrounding residential areas. We're pretty intentional about having the core areas be where the largest scale development was and kind of a feathering down and scale towards the edge, and even near the edge. If you had 4 story zoning, there were requirements to step down and scale. If you're immediately adjacent to a single family

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00:39:13.090 --> 00:39:36.699

Bill Cunningham: areas, I think part of the balancing act we've had, too, is that in the core areas of our centers is often been a lot of demand to do purely residential projects. So one of the interface aspects to is what happens at the ground levels of what should be our 100% corner areas, our core commercial areas. And we did put in requirements that you need a ground for active uses

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00:39:36.700 --> 00:39:59.300

Bill Cunningham: in those areas to make sure that commercial which is intended to be the the hub component of those centers is is really provided for so kind of a 2 way thing, feathering down transition and scale to the surrounding areas and also making sure that commercial was included with the core development. And it didn't become too predominantly residential.

145

00:40:00.210 --> 00:40:28.970

Rob Steuteville: I think we're really getting, you know, getting a consensus. you know, all across the country on the concept of of missing middle. And how much housing you can actually add to neighborhoods without people really even realizing all that much has changed. if you look at traditional neighborhoods, they often have all kinds of multi family mixed in with them that really doesn't even you can't, doesn't even jump out of you.

146

00:40:28.970 --> 00:40:47.959

Rob Steuteville: But you might have duplexes, triplexes, accessory dwelling units, and you're walking down the street, and it looks like single family. And so this concept of the missing middle really, is it help people to perform their zoning laws without radically changing the look of of neighborhoods.

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00:40:48.860 --> 00:40:55.669

Rob Steuteville: And so I think if there's tremendous amount of potential for building housing in in existing cities

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00:40:57.910 --> 00:40:59.780

Erika Pinto: definitely

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00:40:59.830 --> 00:41:06.289

Erika Pinto: and thank you for that. I think. another piece of that is the

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00:41:06.660 --> 00:41:19.370

Erika Pinto: the concern and and the planning around public space and integrating that within, you know these other, these other plans. it plays a crucial role in the livability of the city and Cities are

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00:41:19.730 --> 00:41:29.959

Erika Pinto: very, you know, trying very hard to create and maintain vibrant and safe public spaces. So how? How have your cities, or how do you see that being encouraged?

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00:41:30.020 --> 00:41:36.640

Erika Pinto: throughout this type of planning or investment. prioritization.

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00:41:38.140 --> 00:41:42.120

Erika Pinto: And I will. Let's see, started off with Elysia.

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00:41:42.830 --> 00:41:49.529

Alysia Osborne: All right. So I would say, what we're doing is, Charlotte is, I think, for

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00:41:49.550 --> 00:41:52.829

Alysia Osborne: for some years it was a new concept

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00:41:52.940 --> 00:42:22.889

Alysia Osborne: around place making and and and tactical urbanism. And and so people were really excited to see some very temporary but impactful type of of of installations that helped them. They brought people together and to help them imagine how these public spaces might be used on a more permanent basis in their community. And so we saw some success around that. And now we have created this whole place, making

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00:42:22.970 --> 00:42:38.259

Alysia Osborne: division or section in our work where we are receive funding, is intentional by our city management to put some money behind. a place making Grant program, where we have

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00:42:38.350 --> 00:42:54.879

Alysia Osborne: our staff working with neighborhoods to lead and co-design these installations to help foster that sense of belonging. And I think what? to bring the equity piece into it. some of the programs focus in those areas that

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00:42:54.880 --> 00:43:10.080

Alysia Osborne: maybe experiencing physical displacement as well as cultural displacement. And so it helps folks to that are old in the neighborhood kind of braise. That gap between the old and new residents to celebrate the great space that they have.

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00:43:10.080 --> 00:43:16.200

Alysia Osborne: So I think that's been really successful in Charlotte. as well.

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00:43:16.560 --> 00:43:21.419

Alysia Osborne: I can't think of anything else, Catherine, can you? you have anything else to add to that?

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00:43:26.420 --> 00:43:50.589

Catherine Mahoney, City of Charlotte: Alright. The place making program has been super impactful, and I think that is now that it's gained traction and is more of a familiar concept and tool in our community. we're allowing for people to provide input and and offer suggestions for enhancements and revisions to that program through the community area planning process. So

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00:43:50.590 --> 00:44:00.460

Catherine Mahoney, City of Charlotte: it it's out there. It's been working. And and we're currently going through an effort where people could offer ideas for for enhancing that in the future.

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00:44:05.060 --> 00:44:12.639

Erika Pinto: Great. And 1 one more question before we head over to the Q. A is. We've talked about

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00:44:12.690 --> 00:44:21.990

Erika Pinto: You know the the the path to to making these plans. but we and we've also heard a little bit more about. the investments.

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00:44:22.040 --> 00:44:42.450

Erika Pinto: that go along with that. These efforts will require significant investments in infrastructure and public services. and so how can cities? Or how have you? what could you share about how cities, finance and prioritize? how these projects take shape, how they are developed and implemented, especially when facing competing budgetary demands

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00:44:42.610 --> 00:44:47.119

Erika Pinto: that we always have, you know, in city government, and so I can.

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00:44:47.560 --> 00:44:50.580

Erika Pinto: Well, Rob, you could take that on first.

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00:44:52.280 --> 00:45:19.769

Rob Steuteville: you know I I don't know the It seems to me that like a a big problem that cities face is still you've got public works departments? that may not, be fully on board with with knowing how to, you know design infrastructure to create 15 min cities and multiple places. I mean, if this may not be the case.

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00:45:19.770 --> 00:45:38.140

Rob Steuteville: in these cities Portland, Charlotte. But you know, I still see this all the time where we're. You know, you've got investment, and in the city wants to create a walkable place. But there's people standing in the way. So I think that there, you know, one of the problems is simply

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00:45:38.490 --> 00:45:56.150

Rob Steuteville: getting beyond the idea that we really need to have pilots going through cities. that that that. There is a context that is appropriate for designing your infrastructure and having streets is public spaces when you have, when you're desiring to have walkable neighborhoods.

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00:45:56.350 --> 00:46:00.300

Rob Steuteville: beyond that, I mean, there are bigger questions, I suppose. But

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00:46:01.270 --> 00:46:01.930

okay.

174

00:46:02.430 --> 00:46:33.820

Bill Cunningham: I might just add something about that in terms of a limited funds. I was mentioning something about the idea of centers as being something that allows more strategic allocation of resources. And Portland, you know, we have our transportation bureau entirely on board with this, each of our centers is designated as a pedestrian district. So they're higher requirements for frequency of pedestrian crossing and sidewalk standards. But they also do an analysis in equity.

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00:46:33.820 --> 00:46:43.789

Bill Cunningham: The analysis, looking at who would be served by a investments in a given area, and it really prioritizes places with lower income populations can use the color

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00:46:43.790 --> 00:47:04.040

Bill Cunningham: and that further focuses the investments in those areas where the infrastructure is lacking. A lot of our inner neighborhoods, pre world or 2 places are in pretty good shape in terms of the walkability. So a lot of the investments are on the the places that join the city only since the 19 eighties that we're really auto oriented and trying to

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00:47:04.040 --> 00:47:28.670

Bill Cunningham: provide a a a new framework for those places. So it's it's not about spending money everywhere, every square foot of the city, but finding it, where are those hubs for a community? And the idea that we want these centers to be the easiest places to get to by the surrounding area. And that kind of focuses your investments. because there, there's no end to the need. how do you be? Strategic is the key.

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00:47:28.770 --> 00:47:39.619

Alysia Osborne: Yeah, if I could just add, Erica, I think it's Charlotte we have been. We're at this unique place in in in our government, where we've updated

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00:47:39.670 --> 00:47:54.610

Alysia Osborne: our comprehensive plan, our strategic mobility plan, our transit system plan all of the big pieces around creating place, how you connected. And then the rules in our unified development, or

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00:47:54.610 --> 00:48:10.200

Alysia Osborne: to to get these things done. And they're all rooted in in equity. we have equity metrics. within the equitable growth frameworks that that helps, you know, guide some of that decision making.

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00:48:10.200 --> 00:48:38.109



Alysia Osborne: And Our, our, you know manager, has has been successful in making sure that our investments align with the priorities within those big plans that we just worked on, kind of hand in hand with the community. So it it. It sounds like a plan is during because it is when everything lines up. And and of course we have needs that far exceed our ability to fund them.

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00:48:38.110 --> 00:48:48.420

Alysia Osborne: But we do have a good blueprint for what our priorities are. And so our budgetary process has still pretty closely to align with those strategic priorities.

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00:48:50.640 --> 00:49:06.740

Erika Pinto: That's that's wonderful, and thank you for for that conversation. And and I just a lot of these things also connected with our our participants. have been asking. So I want to pose a few more questions while we still have a few more minutes.

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00:49:06.740 --> 00:49:22.129

Erika Pinto: so there are questions. around encountering opposition from existing residents and neighborhoods, and dealing with accusations of Nimby. Not in my backyard, or you can be. Yes, in my backyard

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00:49:22.250 --> 00:49:40.469

Erika Pinto: And this is similar to another question about You know how, in terms of reallocating street space from vehicle use and storage to bike or transit space. This can also create backlash and controversy from community members who don't want to lose a space for vehicles. So

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00:49:40.950 --> 00:49:45.490

Erika Pinto: how have You best move through these sort of

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00:49:45.870 --> 00:49:51.739

Erika Pinto: controversies, challenges from sort of community and and the evolution of urban space.

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00:49:54.800 --> 00:50:16.649

Erika Pinto: I could start with the name, or if Catherine wants to take the name, be questioned. And just to add to the Nimby question, there was a sort of enveloped sort of question here about, you know, language and there is this, you know charm or or that term that comes along with housing and and and and urban form?

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00:50:16.650 --> 00:50:31.549

Erika Pinto: so just throwing that in there this idea of preserving neighborhood charm going on with them being you be how we approach that sort of controversy. And about so. So I I can say that We learned a lot during the comprehensive plan about

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00:50:31.660 --> 00:50:47.059

Alysia Osborne: nimbism like I. We knew it exist, but it came out in a in a very forceful way during the comprehensive plan, particularly around introducing other housing types and traditional neighborhoods.

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00:50:47.100 --> 00:50:49.950

Alysia Osborne: and at the root of that, that

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00:50:49.960 --> 00:51:04.559

Alysia Osborne: that opposition was misinformation. about what the actual policy said, what it intended to do and how it impacts the individual

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00:51:04.640 --> 00:51:08.420

Alysia Osborne: And so I think for for us some of

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00:51:08.450 --> 00:51:19.809

Alysia Osborne: the conversations, one on one big groups, affinity groups, and with the help of some neighborhood advocates, we were able to get the right message out and have

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00:51:19.810 --> 00:51:47.330

Alysia Osborne: a dialogue around the facts, and it doesn't remove the emotion, but it definitely helps you to meet people where they are and the understanding around. What is the issue at hand? And why are we doing it? And how does it impact you? And what is your role in creating a better community for everyone, and and sometimes people don't agree And and you may never get there with them.

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00:51:47.350 --> 00:52:16.370

Alysia Osborne: But you you strive to get more and more people on the side of, of, of of looking into the facts, of of what you're trying to do and and kind of remove the misinformation as much as you can, and that's through lots of outreach efforts marketing. we had the first chapter of Neighbors for neighbors created in Charlotte. During the comprehensive plan. This advocacy group.

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00:52:16.370 --> 00:52:38.120

Alysia Osborne: I think, model after maybe Minneapolis, a group of Minneapolis. But it empower people to start to want to get the right message out. And then slowly we started breaking the walls down about what the policy is intended to do, what it really tried to do and not to say. We got everybody on board, but we have more people on board at the end

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00:52:43.320 --> 00:52:47.310

Rob Steuteville: here. you know. Related to that.

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00:52:47.370 --> 00:53:08.179

Rob Steuteville: You know. I don't think that you're gonna get everybody to agree. But certainly things have been changing, and parking is one of the most controversial topics. however, we have been seeing. A a tremendous change in the dialogue around parking over in recent years, especially like in the last year

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00:53:08.180 --> 00:53:20.060

Rob Steuteville: or 2 we've had parking reform going on in cities all across the country. whereas you know, we were not seeing that up until recently. And

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00:53:20.060 --> 00:53:23.140

Rob Steuteville: you know, so it does make a difference if

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00:53:23.610 --> 00:53:37.279

Rob Steuteville: as more and more cities are doing parking reform, and they're not seeing these dire consequences that people are predicting You know, other people are seeing that, you know this really is something that our city can do.

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00:53:37.280 --> 00:54:02.209

Rob Steuteville: you know, the the term missing middle is also, I think, really, in terms of language, I think that that is very effective people, you know, all seem to want. And you know, missing middle housing sounds like something you want. it's something that's missing, and that you can and that you ought to have So people have gravitated towards that term.

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00:54:02.450 --> 00:54:09.950

Rob Steuteville: and I think I think you know the the the argument that there is important market segments that want

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00:54:10.180 --> 00:54:35.159

Rob Steuteville: walkability that want walkable places, and these include young people especially. And so you can continue to. you know, design for around the automobile, but you may not. You may lose all your young people. They may go someplace else, or there may be investors that aren't going to invest in your community. I think those kinds of arguments are getting people to to really think about changing their policies.

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00:54:37.810 --> 00:54:40.170

Erika Pinto: Thanks for that, Rob. And

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00:54:40.890 --> 00:54:47.879

Erika Pinto: another question that that has come in, and and also I I is tied.

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00:54:47.940 --> 00:55:16.330

Erika Pinto: Here is Many cities are are struggling with ground floor, commercial vacancies on the ground floor. However, these kind of active uses are integral to the functionality of 15 min cities, walkable communities. what are some strategies that have brought activity back onto the street, and that bring these kind of small retail daily conveniences into existing single family, but also mixed communities.

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00:55:16.780 --> 00:55:22.599

Erika Pinto: could you provide? How maybe ideas of how you approach that and strategies that you may have already

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00:55:23.190 --> 00:55:24.340

Erika Pinto: implemented.

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00:55:28.860 --> 00:55:31.370

Erika Pinto: And bill.

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00:55:31.410 --> 00:55:54.300

Bill Cunningham: Sure, I was just gonna mention, at least for our merging centers something that's helped things along where they're pretty intentional efforts in in terms of community economic development to support emerging small businesses and including those owned by a community of color. So having a partnership role to support. you know, the businesses

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00:55:54.300 --> 00:56:03.319

Bill Cunningham: is a key component, I think just zoning things and hoping it will happen. it's not a a great recipe, especially with emerging centers.

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00:56:03.320 --> 00:56:30.900

Bill Cunningham: and the question about activating ground floor is I think you need to be strategic if you're going to be putting requirements in for ground for active uses. I think Seattle has tended to apply that very broadly in the city which has been problematic from what I understand Portland really tries to keep those requirements to the really the core commercial areas that it's not going to be a 10 mile length of a corridor.

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00:56:30.900 --> 00:56:43.629

Bill Cunningham: It it's really the the core commercial area. So that idea of well, both supporting small business development and being strategic with your regulations is is pretty key.

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00:56:43.830 --> 00:56:47.340

Bill Cunningham: but I'll I'll leave space for others.

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00:56:47.900 --> 00:56:51.700

Alysia Osborne: Yeah, we we've done a a lot to deal with.

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00:56:51.730 --> 00:57:13.150

Alysia Osborne: helping small businesses. use some of those vacant spaces. also, the arts community has stepped in and use those, for you know, temporary installations or areas of creation. I know a couple of in our vacant spaces, and in some

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00:57:13.150 --> 00:57:28.580

Alysia Osborne: some of our neighborhoods have created a community kind of community centers where they use actual programs for youth or different types of programming to bring people together.

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00:57:28.600 --> 00:57:45.769

Alysia Osborne: And so folks are getting creative when possible, because it's not a a real kind of revenue generating type of use for for a lot of those spaces. But they are trying to activate them in a very different way than possibly a traditional retailer office on the ground, for

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00:57:49.970 --> 00:58:05.179

Rob Steuteville: I mean, one aspect is to remove the barriers. Do you have any barriers that are preventing people, other parking requirements that that are making it so that old buildings can't be re-occupied? Are there zoning laws that make it difficult.

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00:58:05.440 --> 00:58:27.380

Rob Steuteville: removing that maybe thinking more creatively about what can be in these spaces, you know. trying to bring back. The idea of of a small manufacturing is to neighborhoods. The our neighbors used to have like makers who did, who made things all over our neighborhoods.

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00:58:27.560 --> 00:58:42.799

Rob Steuteville: And They disappeared for a long time, and I think they were zoned out and maybe thinking of the idea of bringing some of these uses that really are noxious or we're going to bother anybody back into the neighborhoods or or main streets, at least.

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00:58:48.860 --> 00:58:54.570

Erika Pinto: Sorry. There we go. so thank you. Thank you all for for that conversation. It was really

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00:58:54.620 --> 00:59:19.559

Erika Pinto: amazing and wonderful to have you all here, and we're so happy to have had participants here asking a number of really great questions. As we close. I wonder if you would each just say a few closing thoughts or words. to to our participants. Here there are practitioners, architects. you know, urban planners about about your work, about continuing this moving forward.

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00:59:21.340 --> 00:59:23.620

Erika Pinto: Rob.

227

00:59:25.350 --> 00:59:40.419

Rob Steuteville: well, looking back to the 15 min city, I think it's it's really important. that you get the scale right on the 15 min City, and think about the various scales of this, of of that area. The 15 min city is actually quite a large area.

228

00:59:40.420 --> 01:00:02.569

Rob Steuteville: And you know, you want to be able to plan for diversity throughout your 15 min city. And so when you're thinking of, like the largest sheds of the 15 min City. you're really thinking about diversity of uses. Do you have employment centers? Do you have medical offices? or a medical center or university. Do you have?

229

01:00:02.570 --> 01:00:17.199

Rob Steuteville: you know, Major Parks, what can you have in that in that shed? But the diversity of the people? And should really be in a much finer grain than the 15 min city. so you can. You could have

230

01:00:17.200 --> 01:00:32.510

Rob Steuteville: 30 or 40 neighborhoods in a in a 15 min city area. And all of those neighborhoods should have a diversity of housing and a diversity of people. So you need to think about planning for that diversity at the rate scale.

231

01:00:33.890 --> 01:00:34.670

Erika Pinto: So

232

01:00:36.630 --> 01:01:06.610

Bill Cunningham: say, being strategic about your planning for complete neighborhoods and having economics fit into it as well, for example, just not aiming for, say, a hundred centers all over the place is better to have 20 or 30 that have a hope for being very vibrant centers. They work better when they are vibrant. And have they really have concentrations of uses? And it also say, Don't forget about the the community service component of these community hubs.

233

01:01:06.610 --> 01:01:28.549

Bill Cunningham: if you could find ways to coordinate with those who provide libraries or community centers, so that again, they're not just places for commerce, but places for gathering and for community just getting the mix of things right and making sure you're really getting things that are going to be useful to the people around the area is is pretty strategic and pretty. Key.

234

01:01:28.940 --> 01:01:31.269

Erika Pinto: Thanks. Bell and Alicia and Katherine.

235

01:01:31.780 --> 01:01:51.120

Alysia Osborne: I agree with all of both. I think the one thing that that is extremely important. We can have a vision all day and night. I think you have to really achieve a capable and complete communities. Your vision policy and your regulations have to align.

236

01:01:51.120 --> 01:02:05.469

Alysia Osborne: you have to make sure those things are in place and speak to each other, to reduce barriers to creating the the vision and the place that you want to see in the community. and

237

01:02:05.660 --> 01:02:10.390

Alysia Osborne: that that's that's all I have to add to that. They need to be aligned and make sure that actually happens.

238

01:02:11.710 --> 01:02:37.790

Catherine Mahoney, City of Charlotte: We had building upon Bill's point of strategy and Alicia's point of alignment. The coordination in Charlotte was really important. the coordination between land use, policy, transportation policy and development regulations is key. We really provide the flexibility for diversity in in the place types and the comp plan. But then, provide some of that more narrowed guidance

239

01:02:37.790 --> 01:02:56.269

Catherine Mahoney, City of Charlotte: and some of our transportation policies, and then minimums in the regulations. So I think Charlotte did a really great job over the last 5 8 years, coordinating a number of transformative efforts. So Lucy alluded to earlier and hopeful for the the coming future.

240

01:02:57.340 --> 01:03:17.250

Erika Pinto: Thank you. Thank you all for that. Thank you for the great conversation. Thank you for everyone who stayed on. And we will be adding this, presentation, this conversation on our website. and we were so happy to have Bill Catherine, Rob and Alicia here, so wishing you all a very great rest of your day, take care and thank you so much.

241

01:03:17.470 --> 01:03:18.930

Rob Steuteville: Thank you.