Vision 2025
City of Charlotte Strategic Plan

City of
CHARLOTTE
Michigan

Acknowledgements

Vision 2025 is the result of members of the following stakeholder groups:

Can Do!

Charlotte Chamber of Commerce

Charlotte High School

Charlotte Public Schools

CharlotteRising

City of Charlotte

Courthouse Square

Eaton County/Community Development

Eaton Senior Center

Sparrow Eaton Hospital

Housing Services Mid Michigan

MSUFCU - Charlotte

Charlotte Library

Lansing Community College

Rotary Club of Charlotte

Capital Region Community Foundation

Eaton Community Mental Health

Tri-County Regional Planning Commission

General Federation of Women's Club of Charlotte

Kiwanis Club of Charlotte

Optimists Club of Charlotte

Lions Club of Charlotte

Olivet College

Eaton Federal Bank

Collaboration Council

giffels webster Vettraino Consulting, LLC

Introduction

Over the past few years, the City of Charlotte and a variety of community agencies, such as CanDo!, Charlotte Rising, Charlotte Public Schools and the Sparrow Eaton Hospital, have been talking about and planning for a brighter future for city residents and businesses.

While all these agencies are aiming to improve the quality of life in Charlotte, each has its own strengths and skills that help it focus in on certain aspects of improvement. But where do these agencies' strengths and skills overlap? What's missing? To focus in on these questions, the City of Charlotte spearheading an effort to create a 5-year strategic plan – "Vision 2025."

In June 2019, the City of Charlotte initiated a process to create a 5-year strategic plan – Vision 2025 - that identifies specific achievable actions aimed at improving the quality of life for all Charlotte residents. The plan is organized around the "Seven Elements of a Healthy Community," which have been introduced to the community over the past several years and include:

- Arts and Culture
- Basic Needs of Residents
- Strong and Connected Neighborhoods and Communities
- Vibrant and Diversified Economy
- Quality Education and Learning Opportunities for All Ages
- Natural Environment
- Health and Wellness

What is a strategic plan?

Generally, a strategic plan identifies specific improvement actions that the community has the resources (or a plan to obtain resources) to achieve within an identified time period. In this case, the City of Charlotte has established a 5-year window – between 2020 and 2025. Understanding that the City only has so many resources (time, money and people) to tackle projects, the strategic plan will recognize the resources that other agencies and community groups can offer towards accomplishing strategic goals.

A steering committee comprised of representatives from community groups and agencies helped lead the process, assisted by the consulting team of Giffels Webster and Vettraino Consulting with support from Cobalt Community Research. Vision 2025 addresses four key questions:

- Where are we now?
- Where do we want to be in five years?
- How will we get there?
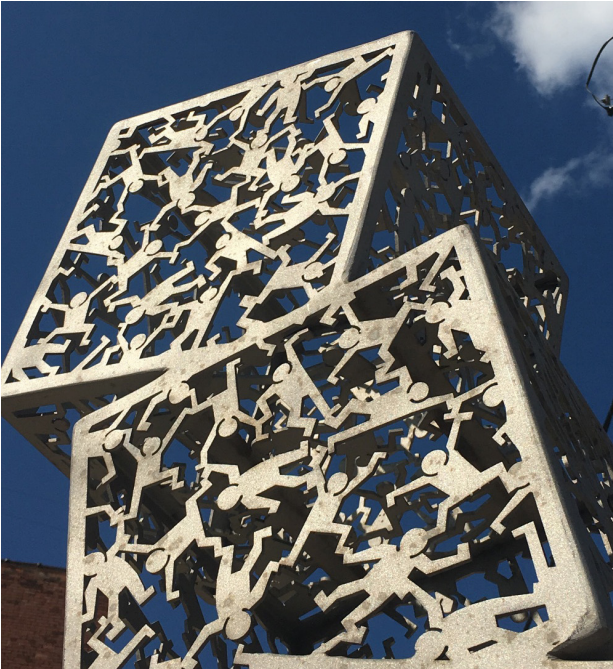- How will we know when we have arrived?

The steering committee sought input from its community group members and the public through opportunities including focus group discussions, internet surveys, mail surveys, open houses, visioning sessions, issues and solutions workshops as well as on social networking sites. The steering committee partners developed action items within their mission, partnering with others as needed, to strive towards accomplishing the objectives over the next five years.

Over the next five years, the steering committee should continue regular meetings to discuss partner efforts, identify roadblocks and explore alternatives that will keep moving strategies forward. A yearly recap is encouraged to celebrate successes and identify needed resources to tackle outstanding items.

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Public Engagement

The steering committee launched this project with a keen interest in engaging the community in identifying needs and solutions to improving the quality of life in the city. A variety of outreach tools were used to try to reach as many people as possible. These tools included:

- Online survey. This short survey asked respondents to consider the best things about the Charlotte area, what could be improved, and ideas on each of the seven healthy community indicators. Word clouds representing the responses to "best" things and things to change are shown at right.

- PictureThis! Another online opportunity asked respondents to share photos of the community - either things they liked or things that needed improvement.

- Chalk wall. The portable chalk wall was built by a community volunteer and moved to various community events. People of all ages were encouraged to "make their mark" and call out things they liked and things that needed improvement.

- Meeting toolkits. To further discussion in the community, seven focus group meetings were facilitated by stakeholder leaders from the steering committee. Each group focused on one of the healthy community elements and discussed barriers and opportunities to make improvements.

Results

The Online Survey was open for three months; the steering committee alerted the community to this opportunity through local news articles, word of mouth and multiple postings on social media. Fifty-nine responses were provided. The age of respondents was fairly evenly spread across age groups, A mix of city (65%) and township (35%) residents responded.

Three Things You Love Most about the Charlotte Area (Online Survey Result)

Three Things You Would Change about the Charlotte Area (Online Survey Result)

Word clouds - most frequently used words appear larger.

A sampling of shared images from PictureThis!

Seven Elements

The pages that follow focus on each of the seven elements of healthy communities. Within each section, the element is described and the broad outcomes or goals are summarized. Along with these overall goals, some key indicators are provided, based on data available to the city. These indicators will help the city understand how progress is being made towards the outcomes or goals defined. While there can be greater confidence in quantitative data, the availability of qualitative data should also be considered and employed; with consistent data collection and reporting, over time confidence in reporting will be improved.

Common Theme: Communication. As discussed earlier, there were a variety of opportunities for the community to participate in the development of this report. The public input received reinforced and supported ideas held by the steering committee on issues and potential outcomes. Generally, there seems to be some disconnect between the myriad services, activities and events provided by organizations in the community and the residents. Communication is the one common theme that runs through each of the elements in terms of available resources within the community. Strategies aimed at improving communication within the community are included in the chapter on Community.

Arts & Culture

Basic Needs
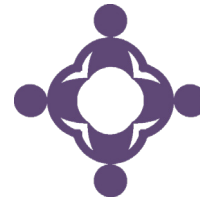
Community

Economy

Education

Environment

Health & Wellness

Community Partners

A key component of Vision 2025 is that community partners will work together to tackle action items and achieve results. The City of Charlotte will support these agencies as resources allow. The mission statements for community organizations identified by the steering committee in 2019 have been assessed to understand which organizations might focus on one or more of the seven indicators of a healthy community: Arts & Culture, Basic Needs, Community, Economy, Education, Environment and Health & Wellness. This list may be modified or expanded as appropriate.

Organization	Mission	Arts & Culture	Basic Needs	Community	Economy	Education	Environment	Health & Wellness
Can Do!	Can Do! believes that, in our community, anything is possible. Its diverse, welcoming membership creates an environment that awakens the imagination and invigorates a spirit of collaboration and generosity among community members, youth, entrepreneurs, and leaders to transform the wonder of small town possibilities into realities.			●	$	🎓		
Capital Region Community Foundation	We're passionate about creating vibrant, thriving communities throughout Michigan's capital region. We do that by serving donors to meet their unique charitable goals, supporting area nonprofits with grants and coaching, and leading innovative projects that drive community growth.		🏠	●	$			
Charlotte Chamber of Commerce	The mission of the Charlotte Chamber of Commerce is to provide members opportunities for growth, collaboration and education				$	🎓		
Charlotte High School	The mission of Charlotte High School is to build partnerships of students, parents, community and staff committed to effective teaching and responsible learning	🎨	🏠			🎓		
Charlotte Library	The mission of the Charlotte Community Library is to provide materials and service, which will furnish opportunities for educational, informational, recreational and cultural needs of the community.	🎨		●		🎓		
Charlotte Public Schools	We will develop, deliver, and be known for... a culture of academic excellence, opportunities and success for all as a result of setting academic and post-secondary career goals; student, parent and community ownership, engagement and accountability for learning; and zest, pride, passion and satisfaction in all that WE do.		🏠	●		🎓		
CharlotteRising	To cultivate a vibrant enduring downtown Charlotte	🎨			$			
City of Charlotte	To protect the public peace, morals, health, safety, and general welfare.		🏠					❤️

Organization	Mission	Arts & Culture	Basic Needs	Community	Economy	Education	Environment	Health & Wellness
Collaboration Council	An informal group of service agencies who come together to address regional and/or cross organizaitons issues and opportunities. Members are: Board of Commissioners, Capital Area Community Services, Tri-County Office on Aging, Department of Health and Human Services, Barry-Eaton District Health Department, Eaton County Prosecutor's Office, My Community Dental Centers, Central MI 2-1-1, SIREN, Eaton Great Start/RESA, Housing Services Mid Michigan, CEI Community Mental Health Authority, Eaton County Substance Abuse Advisory Group/RESA, Eaton County Transportation Authority, CASE Credit Union, Delta Township District Library, Capital Area Michigan Works	🎨	🏠	⬦	$	🎓		❤️
Courthouse Square	Courthouse Square promotes Eaton County History through Education and Preservation.	🎨		⬦		🎓	🌳	❤️
Eaton County Central Dispatch	Eaton County Central Dispatch (911) is dedicated to providing the vital communications link between our community and public safety responders in a prompt and professional manner.		🏠	⬦				
Eaton Community Mental Health	The community mental health movement in this country was founded on the belief that mental health services are best provided in the community in which the person receiving such service lives. In keeping with this philosophy, Community Mental Health provides a wide range of community-based services.		🏠					
Eaton County/ Community Development	The Department is dedicated to improving and sustaining the quality of the natural and built environment that attracts business investments and residential growth in the county, as well as the protection of the health, safety and welfare of the citizens of Eaton County. Our goal is to promote and enhance the community by providing fair, high quality, streamlined permit processes and services to all of the department's customers.		🏠		$		🌳	
Eaton Federal Bank	To serve and enhance our communities by helping individuals, businesses and community service organizations reach their financial goals.			⬦	$			
Eaton Senior Center	The Eaton Area Senior Center is established to promote and provide, in a comfortable and friendly setting, social, educational, economic and recreational programs that will enrich the lives of seniors in the greater Eaton County area.		🏠		$	🎓		

Organization	Mission	Arts & Culture	Basic Needs	Community	Economy	Education	Environment	Health & Wellness
General Federation of Women's Club of Charlotte	GFWC, through its six departments, has programs in the Arts, Conservation, Education, Home Life, International Affairs and Public Affairs. This structure allows us to address the emerging needs of individual communities.	🎨						
Sparrow Eaton Hospital	To enhance the overall health and vitality of the people and communities we serve.		🏠					
Housing Services Mid Michigan	"The Mission of Housing Services Mid Michigan is to assist low to moderate income individuals and families fulfill their need for affordable, safe, and sanitary housing through the participation in federal, state, and local programs and services. Through coordination of such programs, and local providers, Housing Services Mid Michigan will strive to provide a "continuum of care" approach to better serve the diverse needs of program participants and encourage their economic self-sufficiency."		🏠	✦	$			❤️
Kiwanis Club of Charlotte	Kiwanis empowers communities to improve the world by making lasting differences in the lives of children.		🏠	✦		🎓		
Lansing Community College	Lansing Community College provides high-quality education ensuring that all students successfully complete their educational goals while developing life skills necessary for them to enrich and support themselves, their families, and their community as engaged global citizens.				$	🎓		
Lions Club of Charlotte	Our mission is to empower volunteers to serve their communities, meet humanitarian needs, encourage peace and promote international understanding through Lions clubs		🏠					

Organization	Mission	Arts & Culture	Basic Needs	Community	Economy	Education	Environment	Health & Wellness
MSUFCU - Charlotte	Our mission is to provide superior service while assisting members and employees to achieve financial security, their goals, and ultimately, their dreams.				$			
Olivet College	Olivet College's mission is to provide an education that enriches lives intellectually, morally and spiritually to a diverse campus community.					🎓		
Optimists Club of Charlotte	To promote an active interest in good government and civic affairs; To inspire respect for the law; To promote patriotism and work for international accord and friendship all people; To aid and encourage the development of youth, in the belief that the giving of one's self in service to others will advance the well-being of humankind, community life and the world.		🏠	⬥				
Rotary Club of Charlotte	The mission of Rotary International is to provide service to others, promote integrity, and advance world understanding, goodwill, and peace through its fellowship of business, professional, and community leaders.		🏠	⬥				
Tri-County Regional Planning Commission	Tri-County is directed by a board of 19 commissioners representing Clinton, Eaton, and Ingham counties, the City of Lansing, the region's other largest population municipalities, area road and transit agencies, and the Michigan Department of Transportation. They come together to resolve problems and guide development of the Greater Lansing area with a regional perspective, looking past county and municipal boundaries for the greatest good of our region's citizens.		🏠		$		🌳	❤️

Arts & Culture

Arts & Culture

Why Arts & Culture? The City of Charlotte strives to provide broad access to arts and culture, understanding that a healthy community encourages a wide variety of recreational, historical, and cultural opportunities.

Arts and culture contribute to the identity and vitality of the community. Through the arts and cultural activities, people have the opportunity to connect in new and different ways, improving understanding of each other and the community. The local experience with arts and culture goes beyond events, museums and galleries, reaching people where they are and encouraging them to participate. Children, adults, families and seniors all benefit socially and emotionally from exposure to and participation in art and culture.

There is economic value in the arts as well. According to Americans for the Arts, the national nonprofit arts and culture industry generated $166.3 billion of economic activity during 2015—$63.8 billion in spending by arts and cultural organizations and an additional $102.5 billion in event-related expenditures by their audiences. This activity supported 4.6 million jobs and generated $27.5 billion in revenue to local, state, and federal governments (a yield well beyond their collective $5 billion in arts allocations).

In Michigan, the non-profit organization Creative Many Michigan published a report based on 2016 data that found 4,142,197 Michigan school children experienced arts and cultural venues and events – a 14% increase over the prior year. A total of 73,694 students were served by 3,941 reported arts education programs in schools. In addition, organizations paid $291,243,968 in salaries, payroll taxes and fringe benefits, supporting 25,144 jobs – a 4.3% increase in total compensation. Arts and cultural destinations generated 12.6% of Michigan's leisure travel spending in 2016.

How Can We Measure? As part of the background data compilation, Cobalt Community Research identified measurable standards by which the city could assess the impact of arts and culture as well as compare the city's data with the region and state. Two statistics appear relevant and can be measured across geographies: the number of Cultural, Education and Recreation Establishments (represented as a percentage of the total number of establishments) and the number of Food Service and Drinking Places leakage (represented as -100 surplus, +100 dearth). Surplus/leakage factors measure the potential and actual spending by households to determine whether there is a surplus of a certain establishment or a gap (leakage - where dollars are "leaking" out of the community and going elsewhere).

In addition to these data points, two other measurables are the number of arts and culture events listed with Pure Michigan and the number of festivals listed with the Lansing Visitors Bureau. These two sites offer local, regional and statewide opportunities for people to find out about and participate in Charlotte events and festivals.

Measure Description	Charlotte (Zip Code)	Standard (National)	Charlotte with Standard	State of MI	Clinton County	Eaton County	Ingham County	Tri-County Overall	Source	Year
Cultural, Education and Recreation Establishments (% of total)	11%	11%	Neutral	12%	12%	11%	11%	12%	Cobalt	2019
Food service and Drinking Places Leakage (-100 surplus, +100 dearth)	12.1	n/a	Positive	-3.4	30.6	-0.6	-13.3	5.6	Cobalt	2019
Events on Pure Michigan for year	1	n/a	Neutral						Michigan.org	2019
Festivals on Lansing Visitors Bureau page	3	n/a	Neutral						Lansing.org	2019

Stakeholder Input. Looking at the data on the previous page, the city compares well locally in the selected measurables. And yet, while the city offers opportunities for arts and culture, there may be additional opportunities to increase the number of people participating as well as to improve the outcomes associated with the availability of arts and culture.

A stakeholder group met to discuss arts and culture in the city. Participants included representatives from ECH, Kathleen Cook Law Office, CPAC, Windwalker, the Crosswalk Teen Center, Charlotte MS and the MSU FCU. They explored the following:

What are the barriers to meeting Arts and Culture?

- Downtown main street too loud
- City does not show support for arts-related businesses
- Need a volunteer base for events
- Financial support
- Lack of communication, coordination, promotion
- Transportation to events
- Resources for artists
- Scarcity thinking - perception of arts
- Insufficient arts education in school
- Lack of awareness of economical value of art
- Affordable housing

How can we help people meet and find Arts and Culture?

- Windwalker
- Performing Arts
- Amount of festivals/events
- Free concerts
- Beach market
- Andromeda
- Teen Center
- Regional collaboration
- ALIVE
- City support for arts project
- Eaton theater
- Courthouse museum
- Library
- Schools
- Community Band
- Public art
- Senior center
- Dedicated local talent
- Booster groups
- Johnson Lumber

How can we help improve Arts and Culture?

- Kiosk
- Better using community calendar
- 517 - City Facebook
- Easy Access to opportunities
- Attractions (sculpture walk)
- Linking Art activities together
- Inclusion in Lansing Region
- Arts council
- Venue
- Link to marketing link
- Invest in Art coordinator
- Beach Market
- Eaton Theatre

Online Survey.

The online survey asked two questions about Arts & Culture - one multiple choice and the second open-ended. The first asked: "Arts and cultural activities can bring a community together, enrich people's lives and improve the local economy. There are many ways a community can explore arts and culture, and just a few are suggested below."

Respondents were asked to select up to three things that would improve arts and culture in the Charlotte area. The findings are shown below:
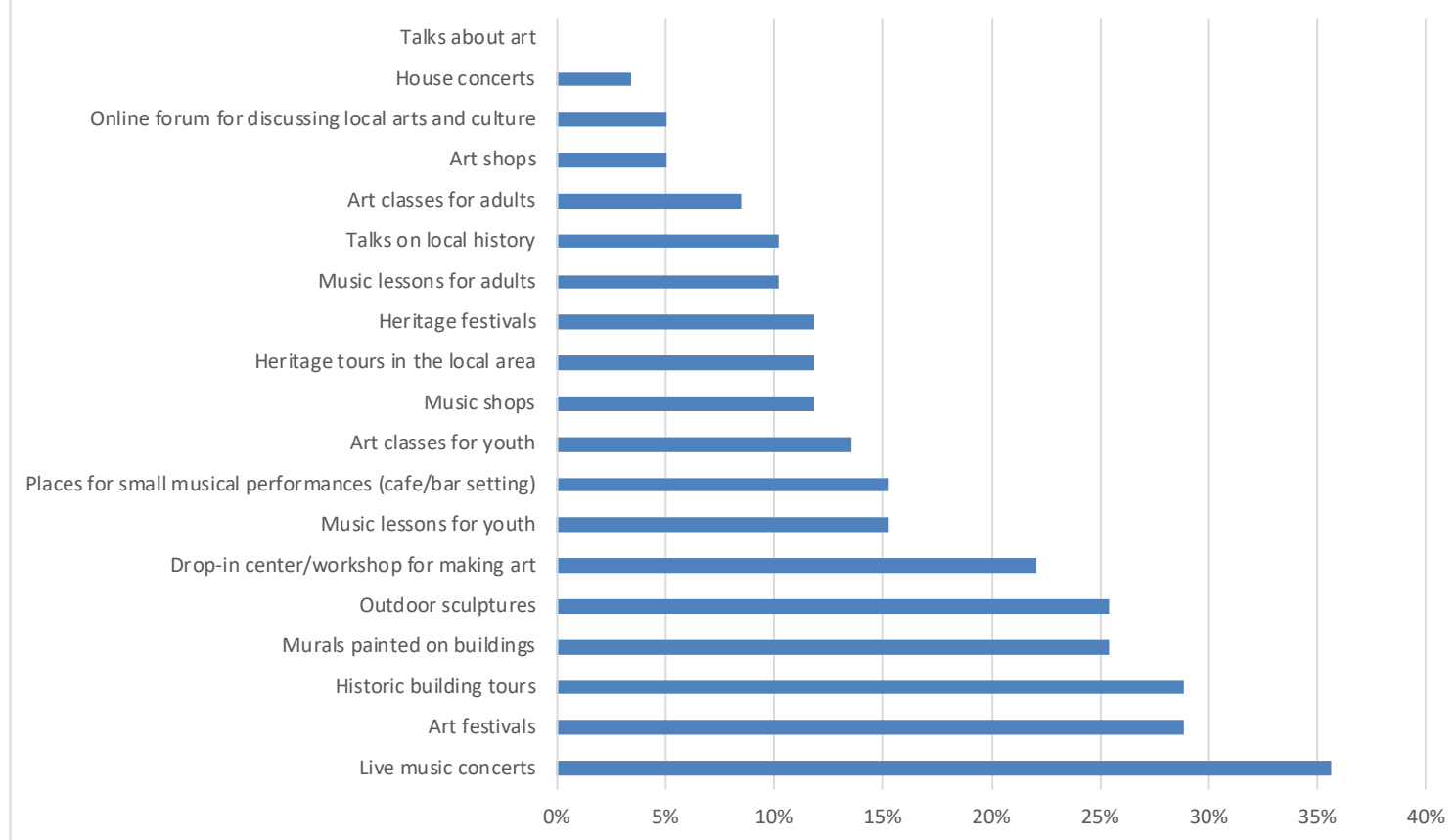
The second question was open-ended and asked, "What are some additional ideas about how to improve and encourage Arts & Culture?"

Responses are summarized below:

- All Cultures integrated history
- Art classes for adults and youth
- Art displays downtown - Art Walk
- Art fair
- Art tours
- Bookstore with events
- Community band, choir
- DIY arts/crafts shops
- Embed creative elements into existing events, ceremonies, and important gatherings
- Expand focus beyond visual and performance arts to include writing, poetry, etc.
- Free lessons
- Heritage tours & festivals
- Live music festivals
- More community events like sidewalk arts etc.
- More concerts at cpac
- More family events
- More theatre related options
- More youth arts opportunities
- Parenting classes or supports for lower income families
- Philanthropic investment at a sustained level
- Performance spaces
- Promote local artists
- Winter events and activities

Sculpture on display at the West Bloomfield Public Library

Strategic Goal 1: Improve access to and engagement in the arts.

Success Indicators:

- Increase the number of Cultural, Education and Recreation Establishments (as a percentage of total)

- Reduce the rate of Food service and Drinking Places Leakage (-100 surplus, +100 dearth)

- Increase the number of events on Pure Michigan

- Increase the number of festivals on Lansing Visitors Bureau page

- Increase the attendance by artists and patrons at community events

Above: Billy Mack performing in Charlotte
Below: The Eaton County Courthouse is on the National Register of Historic Places

Objective 1.1: Expand outdoor concert series. The city has a succesful outdoor concert series that offers regular opportunities for the community to gather together to hear live performances in an informal setting. Explore additional arts an cultural connections or activities that might be combined with these existing events.

Objective 1.2: Develop a broader partnership with the Charlotte Performing Arts Center. Expand the outreach of local art-related groups by joinging forces to increase awareness of art, fundraise to support local arts initiatives and improve access to art for residents of all ages.

Objective 1.3: Enhance Charlotte history education and interest. Build community pride around the story of Charlotte by raising awareness of local history.

Objective 1.4: Develop a public art program in the city. Create opportunities throughout the city for the temporary and permanent installation of a variety of art to create a sense of vibrancy in the community, encourage dialog and expand the community's perception of art

Basic Needs

Basic Needs

Why Basic Needs? A healthy community creates a compassionate social, economic and political environment where people have full opportunities to meet basic needs, including housing, for themselves and their families, to build assets, and to advance themselves.

In Charlotte, economic conditions are improving. 2018 data shows that two thirds of the city's population over age 16 is employed; this is comparable to Eaton County and the State of Michigan. While this is a promising indicator, local economic opportunity varies for individuals in the community. For example, the city's median household income of $50,516 is an improvement from the 2010 median household income of $43,106, yet it is still below Eaton County and the State of Michigan (approximately $59,000 and $53,000, respectively). In fact, 20% of the city's population is living in poverty, compared to about 9% of Eaton County residents and 14% of Michigan residents.

Forty-three percent of the students in Charlotte Public Schools are "economically disadvantaged." This number includes students who have been determined to be eligible for free or reduced-price meals via locally gathered and approved family applications under the National School Lunch program, are in households receiving food (Supplemental Nutrition Assistance Program) or cash (Temporary Assistance to Needy Families) assistance, are homeless, are migrant, are in foster care, or, beginning in 2017-18, certain MEDICAID eligible children. For these students, thriving in school can be challenging; for their parents, finding work, stable housing and healthy food may be a daily struggle.

Access to technology is also considered by many to be essential to job opportunities, education and commerce. The US Census estimates that 79.4% of all Charlotte households have a broadband subscription, which is comparable to the national estimate of 80.4% of all US households.

Measure Description	Charlotte (Zip Code)	Standard (National)	Charlotte with Standard	State of MI	Clinton County	Eaton County	Ingham County	Tri-County Overall	Source	Year
Cost of Living (above 100 is above National Average)	91	100	Positive	97	98	93	89	93	Cobalt	2019
Violent Crime Index (lower is better)	27	23	Negative	25	10	12	19	14	Cobalt	2019
Property Crime Index (lower is better)	34	35	Positive	28	19	22	32	24	Cobalt	2019
Median Per Capita Income	$28,077	$32,356	Negative	$28,938	$32,792	$30,064	$27,399	$30,085	Cobalt	est 2018
Rent to Income Ratio	20%	28%	Positive	27%	22%	24%	29%	25%	Cobalt	2019
Avg rent for 2-bedroom home or apt	$890	$1,148	Positive	$885	$908	$908	$908	$908	Cobalt	2019
Home Sale Price	$145,000	$219,700	Positive	$152,700	$183,600	$150,300	$125,200	$153,033	Cobalt	2019
Home Value	$135,000	$227,700	Positive	$153,058	$195,153	$133,627	$173,255	$167,345	Cobalt	2019
Income Inequality (gap between rich and poor, lower is better)	0.40	0.46	Positive	0.45	0.42	0.4	0.48	0.43	Livability Index	est 2018

How Can We Measure? As part of the background data compilation, Cobalt Community Research identified measurable standards by which the city could assess the ability for Charlotte residents to meet their basic needs. Generally, these standards reflect the cost of living, crime, income, housing costs (rental and home values). As can be seen in the table on the previous page, generally, the city compares reasonably well with national averages as well as regionally. The cost of living is lower than the national average, as are rents and home prices. Property crime rates are lower, but violent crime rates are higher. In addition, median household income is lower in the city than elsewhere in the region.

Stakeholder Input. A stakeholder group met to discuss basic needs in the city. They focused primarily on the barriers residents may encounter with meeting their basic needs, which often include the following:

How can we improve the ability to meet Basic Needs?

What are the barriers to meeting Basic Needs?

- Coordination of services
- Access to transportation
- Lack of identifying need gaps
- Access to healthy foods
- Location of stores

How can we improve the ability to meet Basic Needs?

- Increase education and outreach
- Improve access to computers/broadband access
- Partnerships/referrals
- Integrate housing
- Improve the awareness of resources
- Provide school clothing, supplies and food
- Better coordination of services

Online Survey.

The online survey asked two questions about Basic Needs. The first asked: "Basic needs include access to housing, food, transportation and, in today's world, the internet. What three things would improve access to basic needs for residents in the Charlotte area?"

Respondents were asked to select up to three things that would improve basic needs in the Charlotte area. The findings are shown below:
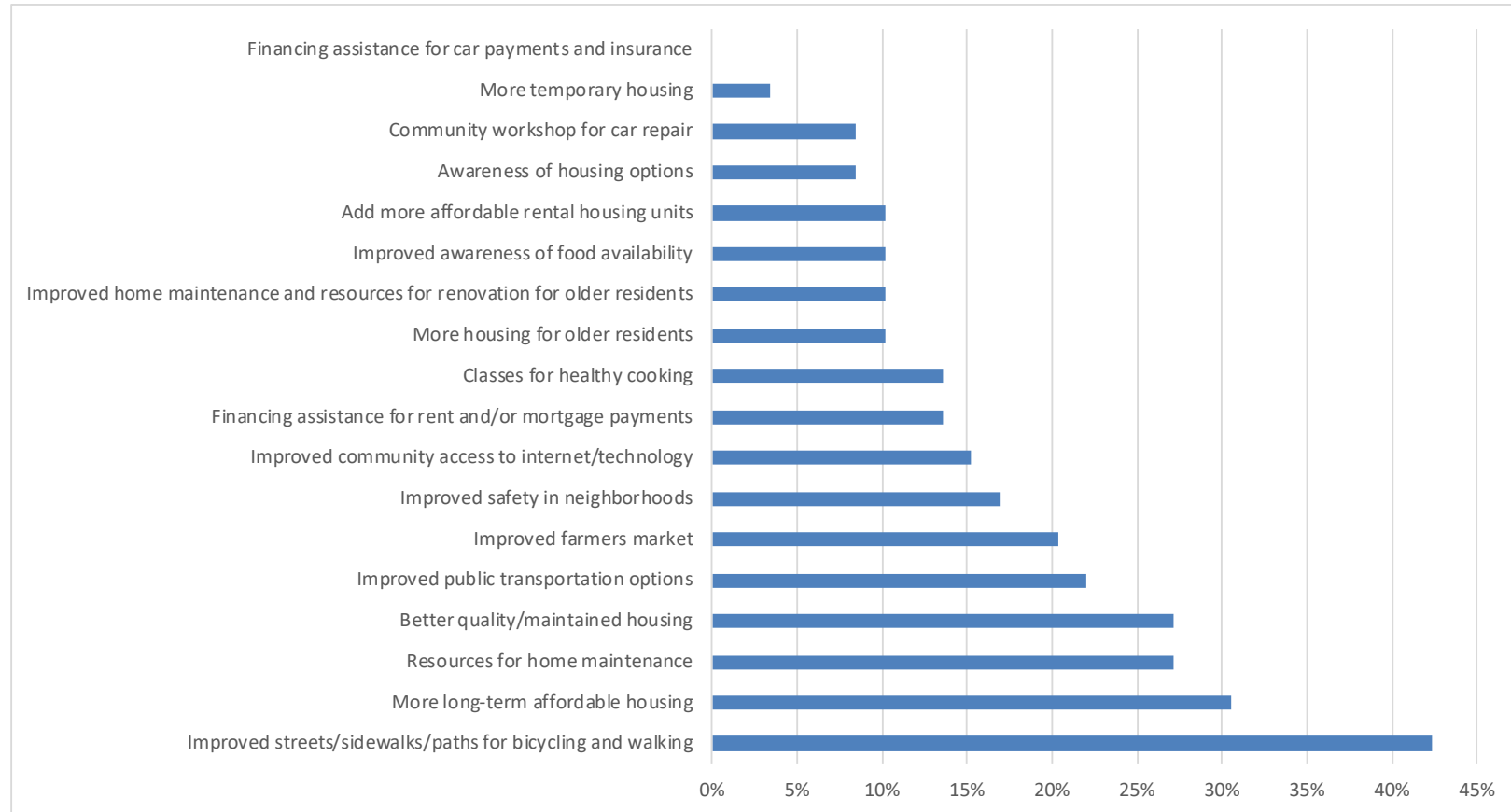
The second question was open-ended and asked, "What are some additional ways the city can ensure residents needs are met?"

Responses are summarized below:

- Develop comprehensive assessments to determine needs.
- Raise awareness of programs and resources
- Encourage collaboration with area churches to mentor and advocate for individuals who need social, emotional, and spiritual guidance.
- Identify resources for residents who earn wages above the poverty level but are still struggling.
- Better integrate strategies and planning across agencies
- Central resource where all needs can be assessed and then referred
- Classes for home repair, meal preparation, gardening.
- Rental program or "library" for tools and equipment for home/car repair
- Improve desirability of the community for small businesses
- Improve rental maintenance
- Education on financial planning/ budgeting, improve visibility of available resources
- Improve access to food and food programs
- Help and assistance of the upkeep of old homes
- Higher speed internet

- Improve transportation connectivity within the community
- Loans that allow financing home repair with the purchase of a home
- Mandate all waste removal companies to offer curbside recycling for glass, metal and plastics
- Improved maintenance of the city and public property.
- Relevent computer classes for adults and children

Volunteers repsiring a home (photo credit: Leah Ferrante

Fresh produce (photo source: Pixabay)

Strategic Goal 2: Improve access to basic needs.

Success Indicators:

- Cost of Living (above 100 is above National Average)

- Violent Crime Index (lower is better)

- Property Crime Index (lower is better)

- Median Per Capita Income

- Rent to Income Ratio

- Avg rent for 2-bedroom home or apt

- Home Sale Price

- Home Value

- Income Inequality (gap between rich and poor, lower is better)

- Develop indicator for food security (part of action plan)

Objective 2.1 (Housing 1): Create a hub for resources related to home ownership, including home maintenance/improvement and buying assistance.

Objective 2.2 (Housing 2): Create a rental inspection program to ensure proper maintenance of rental properties within the city.

Objective 2.3 (Food): Improve food security in the community.

Objective 2.4 (Transportation): Connect neighborhoods to essential community goods and services.

Community

Community

Why Community?

A healthy community assures equal opportunities to participate in decision making and enhance diversity, promoting a sense of pride and shared purpose. It should be acknowledged that the definition of "community" can vary - some people may think broadly in terms of the Charlotte area, while others focus on more specific geographies of their street of neighborhood. This may include not only the places where people live, but also the places where people shop and work.

A sustainable community has three overlapping and sometimes competing elements: the economy, the environment and the community. The community influences the other two elements and is also impacted by them. This idea is further expanded through our "Seven Elements of a Healthy Community." In this element, "strong and connected neighborhoods and communities," we are considering how nurturing relationships between neighbors of all ages and throughout the community can enrich civic participation and the actions of local government as well as provide the support system to enable all residents to reach their fullest potential.

How Can We Measure? As part of the background data compilation, Cobalt Community Research identified a few measurable standards by which the city could assess opportunities for connectivity and engagement of its residents. Here we consider voting rates, which provide an indicator of how engaged residents may be in civic life. In addition we can consider the median age of the community to understand the need for various communication tools and resources. Of note is the percentage of residents over age 65. As residents age, social engagement is a key indicator of quality of life. And yet, as people leave the structure of the workforce and raising family, or perhaps have limits on mobility, it can become harder to maintain social interaction.

Other measures of community include the number of vacant housing units and foreclosure rates, both of which can have negative impacts on a street or neighborhood.

Looking at the data above, the city appears comparable to the regional, state and nation in terms of rental housing, foreclosure rates and vacant housing rates. As other communities are finding, the Charlotte area is aging, which has implications for housing, transportation and social engagement.

Measure Description	Charlotte (Zip Code)	Standard (National)	Charlotte with Standard	State of MI	Clinton County	Eaton County	Ingham County	Tri-County Overall	Source	Year
Population by Age, 65+ % change in 5 years	20%	17%	Neutral	18%	18%	20%	15%	17%	Cobalt	2019
Median Age	40	38	Neutral	40	41	41	32	38	Cobalt	Est 2019
Vacant Housing Units	1.9%	2.5%	Positive	2.6%	0.2%	1.5%	4.2%	2.0%	Cobalt	Est 2019
Renter Occupied Housing Units	23%	37%	Neutral	29.3%	22.1%	28.5%	41.9%	30.8%	Cobalt	Est 2019
Foreclosure rate	0.03%	0.04%	Neutral	0.02%	NA	0.01%	0.02%	0.02%	Cobalt	2019
Voting Rate	66.6%	55.6%	Positive	63.3%	69.8%	66.6%	68.0%	68.1%	Livability Index	2018

Stakeholder Input. A stakeholder group met to discuss what needs to change at both the neighborhood and community level as well as possible solutions. Participants included representatives from the City, Charlotte Can Do, Charlotte Rising, residents and a local business owner. A summary of meeting input is provided below.

What needs to change - Neighborhoods

- Improve code enforcement
- Better up-keep of homes/property
- Create a walkable community
- Find ways to help those who need help w upkeep
- Create neighborhood identities - such as naming them
- Keep neighborhoods safe
- Create neighborhood parks/greenspace

What needs to change - Community

- Improve communication
- Hold absent landlords accountable for property
- Improve and build pride in the community
- Improve and develop connections between organizations and people who need help with upkeep
- Create activities that will draw diverse groups individuals to participate
- Possible Solutions
- Code enforcement
- Develop connections w organizations that can help people without the means of maintaining their home
- Community groups, high school groups, churches, community service
- Protect community groups from liability
- Improve sidewalks/park areas
- Signs for neighborhood = identity
- Help in organizing "Block Parties" BBqs

- Establish neighborhood gathering space (i.e. Dean Park, Lincoln Park, Galewood School)
- "Charlotte Night Out" = get families involved in community spaces
- Better sidewalks
- Improve communication = co-hosting w/ other organizations share info on social media
- Free/reduced recreation = Pool cheaper 1 day a month
- Find ways to make citizens feel like their input matters
- City listening tour
- Tight coordination for all groups working for the community
- Sister City relationships
- Grant funding
- Spartan motors splash pad
- Sidewalks
- Reduced/free recreation (pool, tennis, community recreation)
- Connection within neighborhood/community
- Property standards for rentals
- Co-hosting events across social media
- Increasing volunteers & engagement help all people feel welcome to volunteer
- Splash pad
- Better lighting

Online Survey. The online survey asked two questions about Community. The first asked: "Healthy communities encourage and support neighborhood-building and civic participation. What three things would improve the community feel of the Charlotte area?"

Respondents were asked to select up to three things that would improve the community feel in the Charlotte area. The findings are shown below:
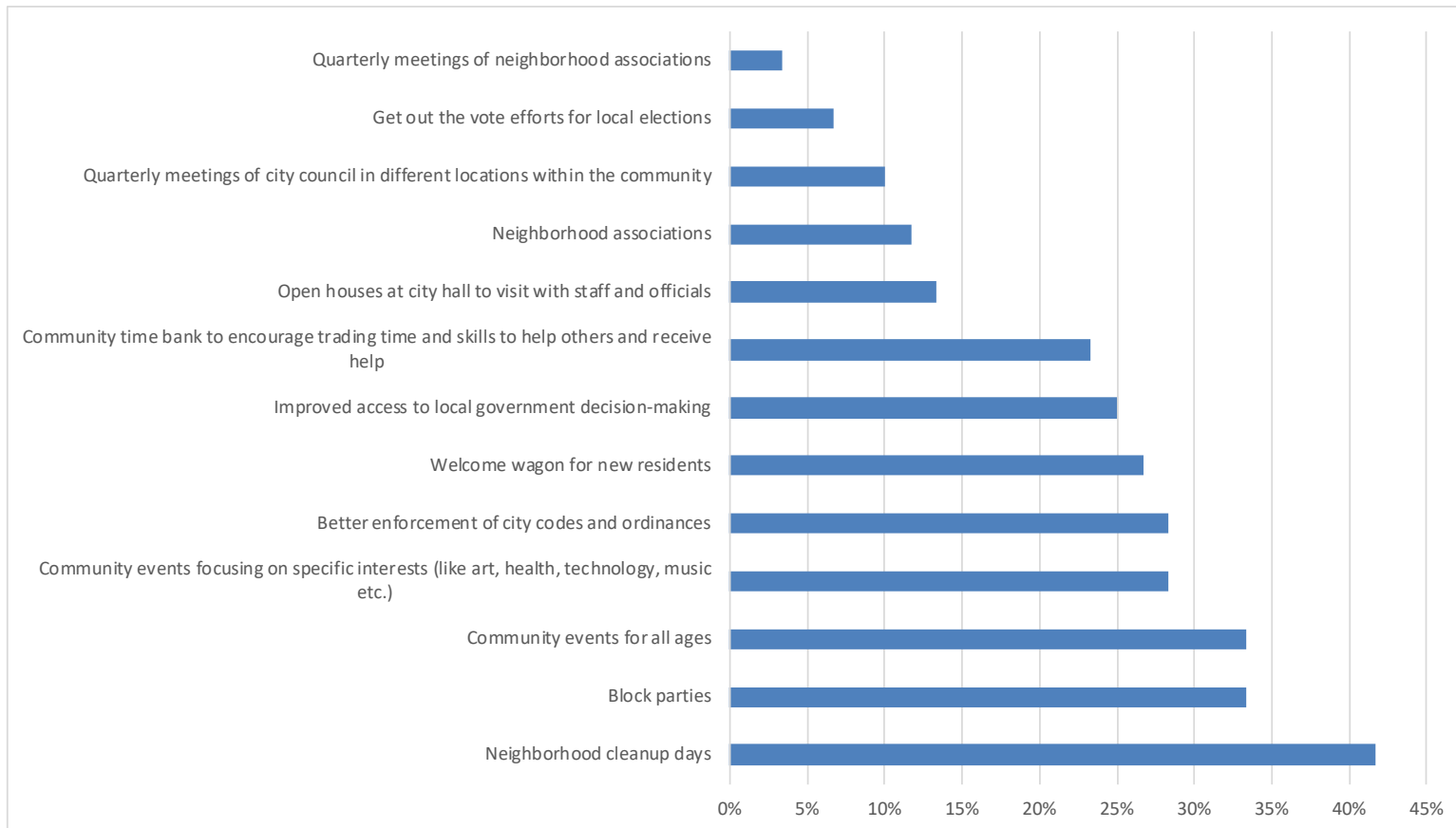
The second question asked people to provide additional ideas on how to improve community in Charlotte:

- A strong network of area non-profits to collaborate on area initiatives.
- Block parties
- Garden club, advertise to get smaller convention type activities
- Giving opportunities for continued involvement with organizations that prompt community awareness and implementation of how to become the best person and community member.
- Information regarding roads, water, and etc. posted regularly on the City Website
- Improved home maintenance
- Making sure the residents of the Charlotte area know what is going on.
- Meet and greet day
- Monthly/Quarterly Community Mixers
- More community neighborhood groups
- More frequent events celebrating local businesses, parks, services etc.
- More positive contact with community leaders and staff city staff appear or have booths at events
- More promotion of dates, times, and locations of different meetings of city /area government
- Regular, quality, deliberate communication and engagement process

Farmers market in Lathrup Village

Art fair in Commerce Township

Strategic Goal 3: Improve community engagement and communication with the City

Success Indicators:

- Vacant Housing Units

- Renter Occupied Housing Units

- Foreclosure rate

- Voting Rate

- Attendance at community events

- Engagement on the city's website

- E-blast subscribers

- Engagement on the city's social media channels

- Number of applications for city boards and commissions

While the majority of these indicators are based on the communication tools themselves, many of which are digital in nature, a personal approach is needed to directly engage with residents.

Objective 3.1: Identify Neighborhood Associations in the city.

Obective 3.2: Create an Office of Communications.

Objective 3.3: Develop an Annual Neighborhood Fair.

Economic Opportunity

$ Economic Opportunity

Why Economic Opportunity?

A healthy community fosters an economy that is diverse, vital and innovative, that grows strong businesses and business districts, including downtown Charlotte, and creates adequate jobs and income for residents. In Charlotte, economic conditions are improving. 2018 data shows that two thirds of the city of Charlotte's population over age 16 is employed; this is comparable to Eaton County and the State of Michigan. While this is a promising indicator, local economic opportunity varies for individuals in the community. For example, the city's median household income of $50,516 is an improvement from the 2010 median household income of $43,106, yet it is still below Eaton County and the State of Michigan (approximately $59,000 and $53,000, respectively). In fact, 20% of the city's population is living in poverty, compared to about 9% of Eaton County residents and 14% of Michigan residents.

The city's local businesses are comprised mostly of services (40.4%); these include educational services, health services and social services. Retail trade makes up nearly 19% of local business and is followed by public administration (17%) and manufacturing (15%).

How Can We Measure? As part of the background data compilation, Cobalt Community Research identified several measurable standards by which the city could assess economic opportunities. These measures include the unemployment rate, job growth and economic diversity. In addition, we can also measure the numbers of establishments in higher paying industries, such as technology and health businesses. Entrepreneurial activity may be initially measured by identifying the number of people interested in starting their own businesses.

Measure Description	Charlotte (Zip Code)	Standard (National)	Charlotte with Standard	State of MI	Clinton County	Eaton County	Ingham County	Tri-County Overall	Source	Year
Unemployment	3.6%	3.9%	Positive	4.2%	3.3%	3.6%	3.8%	3.6%	Cobalt	2019
Recent job growth - past 12 months	1.3%	1.6%	Negative	2.1%	1.3%	1.3%	1.3%	1.3%	Cobalt	2019
Future job growth - next 10 years	34.0%	33.5%	Positive	32.5%	33.7%	34.0%	34.5%	34.1%	Cobalt	2019
Economic Diversity Employment (higher = better)	75.2%	77.6%	Negative	76.8%	82.2%	82.3%	73.6%	79.4%	Cobalt	2019
Economic Diversity Establishments (higher = better)	75.6%	72.6%	Positive	73.1%	78.8%	73.5%	68.9%	73.7%	Cobalt	2019
Tech Business Employment	14.3%	22.4%	Negative	27.5%	16.7%	16.2%	16.6%	16.5%	Cobalt	2019
Tech Business Establishments	12.5%	23.2%	Negative	20.9%	16.5%	18.0%	20.3%	18.3%	Cobalt	2019
Health Business Employment	9.2%	10.3%	Negative	9.3%	4.4%	5.1%	6.7%	5.4%	Cobalt	2019
Health Business Establishments	7.9%	8.8%	Negative	9.2%	5.9%	7.4%	10.2%	7.8%	Cobalt	2019
Business Vacancy (avg. over quarter)	9.9%	9.1%	Negative	9.4%	1.7%	8.4%	9.5%	6.5%	Cobalt	2019
"I would like to set up my own business" (over 100 is above National Average)	65	100	Negative	94	91	89	102	94	Cobalt	2019

$

While the city seems fairly comparable to regional, state and national measures for other elements. local economic measures are below most others.

Stakeholder Input. A stakeholder group whose participants included several business owners and a city council member. Their discussions focused on what changes could be made that would improve economic opportunities in the Charlotte area. A summary of meeting input is provided below. The higher number next to the responses indicates a higher priority assigned by the group.

- Cross promote   2
- Lack of buildings   2
- Map of downtown   2
- Group advertising   1
- Lack of trade schools   1
- Regional marketing   1
- Social skills 1
- Soft skills   1
- Stepping stone jobs 1
- Strong referrals   1
- "Adopt a student" job shadowing
- Affordable training
- Becoming an LCC district to promote more education
- Changing stigmas
- Changing the sigma
- Childcare issues
- Community service (high schoolers, community members)

- Community service outreach to other communities
- Early in the day activities
- Early morning events
- Events (ladies night)
- Group advertising (radio, tv)
- Improved job quality
- Internships
- Ladies night out (revamped)
- Larger employers
- Larger retail
- Larger retail options, promoting traffic
- Map of Downtown (paper, AP)
- More advertising
- More income opportunities
- More lenient o+M4:N31n minor felonies
- More small business events
- More training (skills + safety)
- Non-formal
- Reaching surrounding communities
- Regional promotion
- Stronger referrals from others cross promotion
- Trustworthy Applicants
- Work more cross promote w/ olivet, Potterville, ER, Bellevue

$

Online Survey. The online survey asked two questions about Economic Opportunity. The first asked: "A strong healthy community enhances economic opportunity for residents of all ages and supports local business growth. What three things would improve the local economy in the Charlotte area?"

Respondents were asked to select up to three things that would improve the economy in the Charlotte area. The findings are shown below:
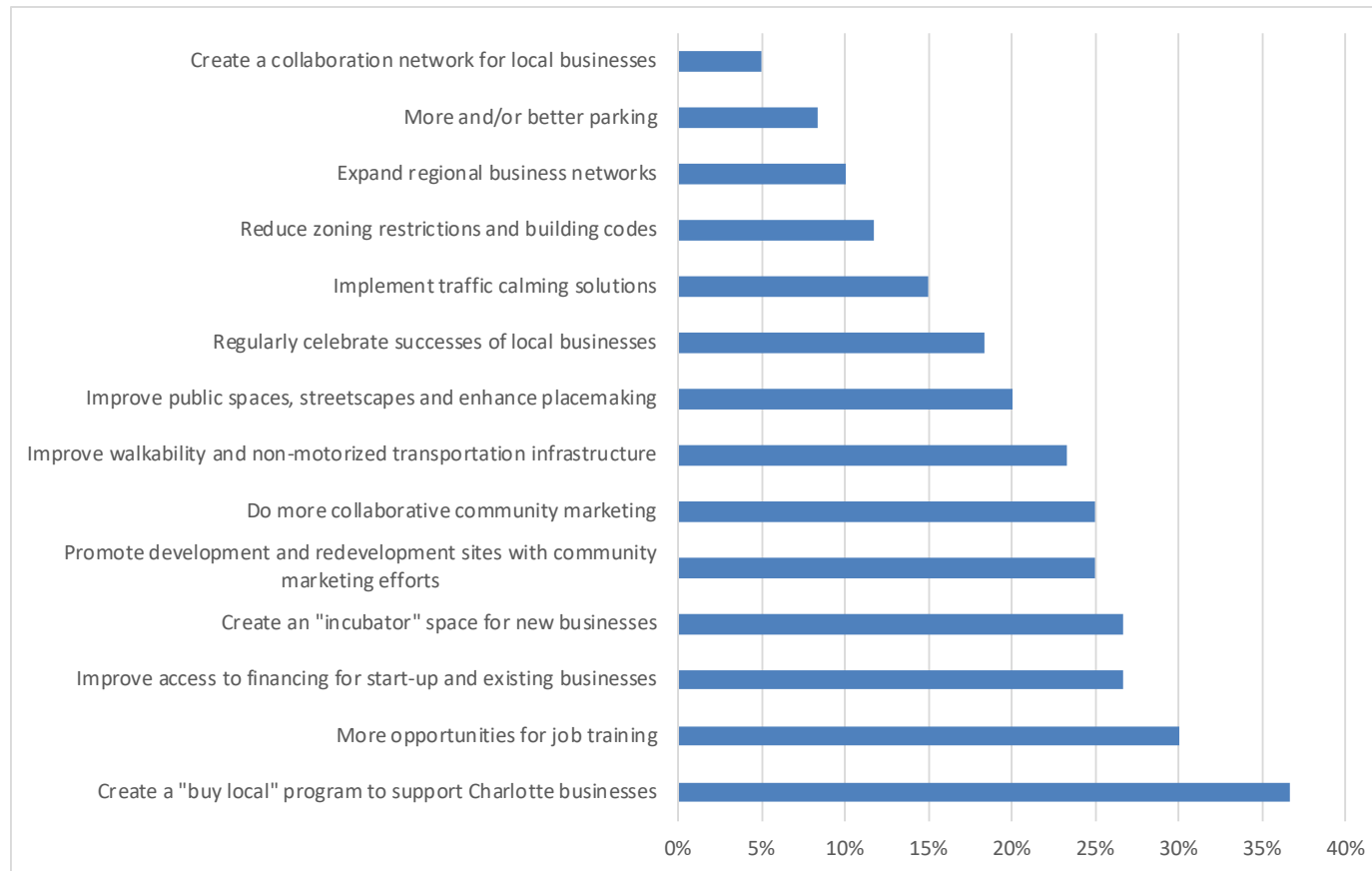
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The second question allowed respondents to provide their own ideas about how to improve the economy:

- Actively seek out business and offer incentives to come to Charlotte.
- Allow for marijuana dispensaries in the area
- Bring all the business groups currently into one large collaboration group
- Collaborative community marketing
- Easier access to better jobs through training or internship
- Expanded focus on entrepreneurship, particularly for youth
- Fix streets
- Improve restaurant/ food choices
- Local businesses need to pay more than $10-12 per hour. A family cannot live on that income.
- Making outside community aware that Charlotte has options for business
- Marketing training and support such as data.
- More jobs
- More manufacturing, more businesses with larger work forces
- More zoning and building code enforcement. Hire on full-time focused employee to oversee this area
- Regular Sunday hours for the downtown business district
- Winter market

Inside small business in San Diego, CA.

Busy restaurant in Detroit.

$

Strategic Goal 4: Improve economic opportunity for residents and businesses

Success Indicators:

- Unemployment
- Recent job growth - past 12 months
- Future job growth - next 10 years
- Economic Diversity Employment (higher = better)
- Economic Diversity Establishments (higher = better)
- Tech Business Employment
- Tech Business Establishments
- Health Business Employment
- Health Business Establishments
- Business Vacancy (avg. over quarter)
- I would like to set up my own business (over 100 is above National Average)

Objective 4.1: Connect CharlotteRising more directly with the city and expand its reach

Objective 4.2: As the largest city in the County, seek more involvment in regional organizations

Objective 4.3: Focus attention on drawing students from the LCC West Campus to the city

Objective 4.4: Support local businesses

Education

Education

Why Education?

Quality education and learning opportunities for all ages. A healthy community opens themselves to new ideas and provides high quality education and life-long learning for all members of the community.

Charlotte Public Schools has a nearly 80% graduation rate, which compares well with the state of Michigan, where the overall graduation rate is also 80%. Of those, 57% continue on to college, just under the state average of 60%.

Forty-three percent of the students in Charlotte Public Schools are "economically disadvantaged." This number includes students who have been determined to be eligible for free or reduced-price meals via locally gathered and approved family applications under the National School Lunch program, are in households receiving food (Supplemental Nutrition Assistance Program) or cash (Temporary Assistance to Needy Families) assistance, are homeless, are migrant, are in foster care, or, beginning in 2017-18, certain MEDICAID eligible children. For these students, thriving in school can be challenging; for their parents, finding work, stable housing and healthy food may be a daily struggle. Overall, nearly 50% of students in the State of Michigan fall into this category (760,000 students).

Proficiency rates for math, social studies and English are falling statewide across seven grade levels. In Charlotte, 43.4% of students are proficient at math (all grades) and 50.5 proficient in English language arts (all grades).

How Can We Measure? As part of the background data compilation, Cobalt Community Research identified several measurable standards by which the city could assess education. These measures include school expenditure per pupil, pupil to teacher ratio, graduation rates and the percentage of graduates pursuing higher education.

While the city compares well to regional, state and national school expenditures and graduation rates, but not as well for pupil to teacher ratios and the percentage of students pursuing higher education.

Measure Description	Charlotte (Zip Code)	Standard (National)	Charlotte with Standard	State of MI	Clinton County	Eaton County	Ingham County	Tri-County Overall	Source	Year
School expenditure per pupil ($) total	$15,304	$12,383	Positive	$12,291	$11,979	$12,482	$13,099	$12,520	Cobalt	2019
Pupil to teacher ratio	17.4	16.8	Negative	19.7	21.5	18.3	17	18.9	Cobalt	2019
High School Graduate	92%	80%	Positive	90%	94%	93%	92%	93%	Cobalt	Est 2019
Associate Degree or Higher	27%	31%	Negative	36%	39%	36%	45%	40%	Cobalt	Est 2019

Stakeholder Input. A stakeholder group met to discuss education. Their discussions focused on barriers to education in Charlotte. The higher number next to the responses indicates a higher priority assigned by the group.

- Disengaged parents   6
- Trauma, abuse, neglect   5
- Social - emotional needs of students   4
- Increase in communication/outreach to teachers/families about resources available to families   4
- Collaborative problem solving with community stakeholders   3
- Lure parents with free meal - followed by key topics - educational issues (free summer lunches)   3
- Access to technology   2
- Access /exposure to materials of educational value   1
- Lack of knowledge of assistance to parents   1
- Lack of kindergarten readiness   1
- Lack of money   1
- Videos (technology) on key topics for parents   1
- Restorative justice as alternator to traditional discipline - include parent involvement   1
- Parent tips during open houses + conferences   1
- Campaign of positivity   1
- Negative rhetoric (lack of value)
- # of students w/ extreme needs
- Safe routes to school
- Transportation - limitations on availability
- Large transient population (starting mid year)
- Limited preschool opportunity
- Lack of adult ed opportunities
- Cost of post-secondary education
- Outreach from churches to address trauma
- Emphasize benefits of reading to children

Online Survey. The online survey asked two questions about Education. The first asked: "Education is important to residents in the Charlotte area. Yet, there are challenges to ensuring everyone reaches their full potential. The list below offers some ideas on improving education. What three things would enhance education in the Charlotte area?"

Respondents were asked to select up to three things that would improve education in the Charlotte area. The findings are shown below:
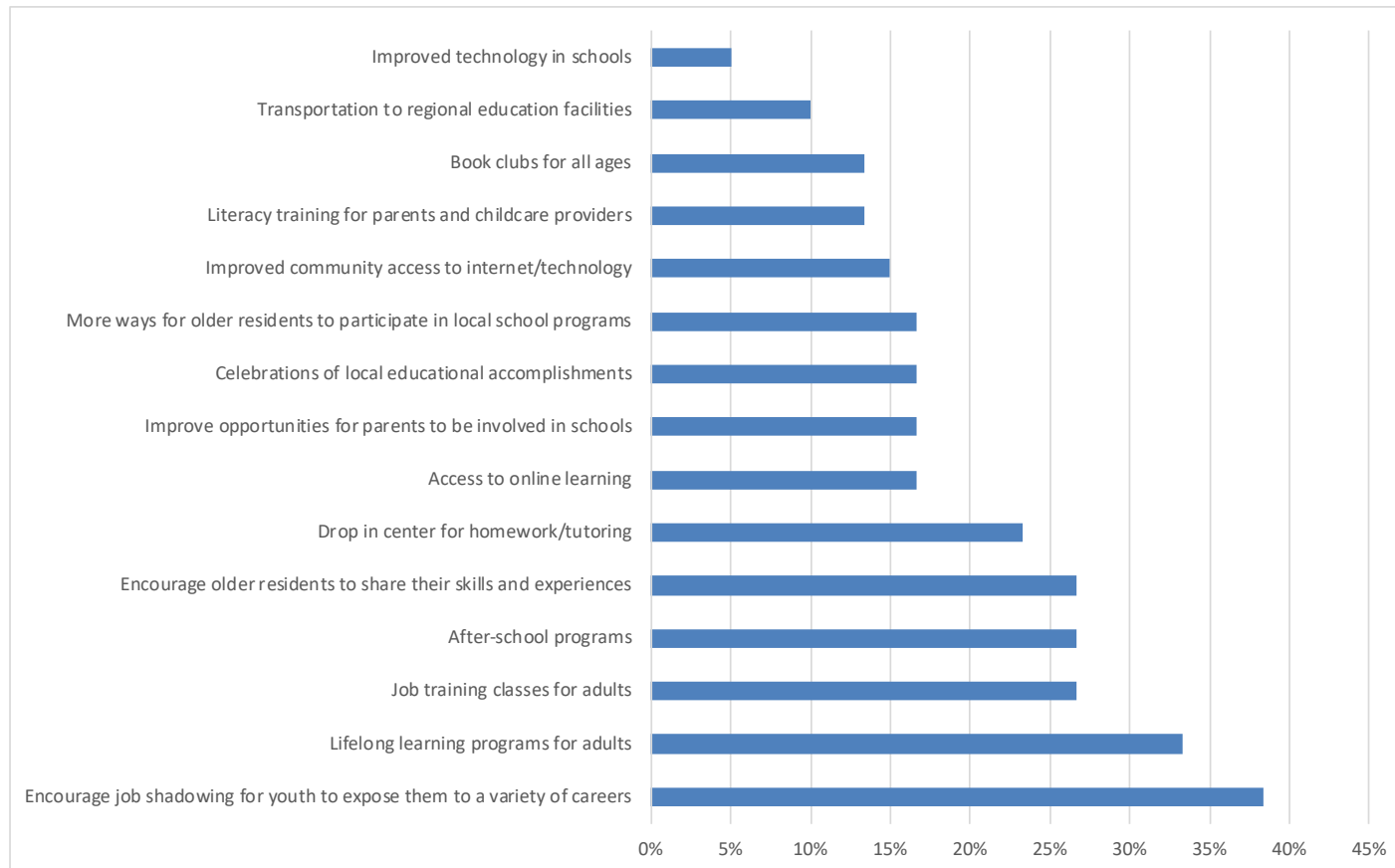
The second question allowed respondents to provide their own ideas about how to improve education in Charlotte:

- A culture that values education and that feel opportunity is real (fight apathy and hopelessness)
- Ability to learn skill trades in High School Level.
- Access to knowledge
- Improve transparency
- Better city transportation
- Improve communication between student, parents, and teachers on child progress
- Community Education Program, not just community recreation
- Education based on diversity
- Encourage residents no longer involved in the school system to participate in improving education
- Improve graduation rates
- Library activities
- Life management classes for students
- More support staff, smaller classes, strong entrepreneurship program
- Offer LCC or Olivet classes in town
- Ensure students feel safe
- Parenting classes
- Scholarship fund
- Year round schooling

Youth participating in community visioning in Rochester Hills

Students learning about plastics with the Society of Plastics Engineers "Plastivan" program.

Strategic Goal 5: Improve education outcomes and opportunities for individuals of all ages

Success Indicators

- School expenditure per pupil ($) total
- Pupil to teacher ratio
- High School Graduate
- Associate Degree or Higher
- Attendance at parent-teacher conferences

Objective 5.1: Improve communizations between parents, students and teachers

Objective 5.2: Develop community partnerships between schools and related community groups to fill gaps in student eduction

Objective 5.3: Expand or increase awareness of adult education opportunities

Environment

Environment

Why Environment?

A healthy community helps preserve and sustain the environment.

Charlotte is located in an area with important natural resources. With access to agricultural lands, woodlands, wetlands, parks and open spaces, the community can enjoy recreational opportunities and healthy ecosystems for generations to come – if these resources are preserved and maintained. The city also supports three community wells that serve local residents. Protection of this important resource is critical and supported by a Wellhead Protection Plan.

Charlotte is situated in the Middle Grand River watershed, which encompasses approximately 258 square miles (~165,000 acres) in Clinton, Ingham, Eaton, and Ionia Counties. The Middle Grand River section is approximately 129 miles in stream length and joins the Upper Grand River Watershed and the Lower Grand River Watershed. Together, the Upper, Middle, and Lower Grand River Watersheds make up the second largest watershed in Michigan. This watershed provides not only recreational opportunities including fishing and boating, but also provides a critical environmental role in water quality, flood management and flora and fauna habitat.

How Can We Measure? As part of the background data compilation, Cobalt Community Research identified several measurable standards by which the city could assess environmental concerns.

The first measure in the table below reflects "Sperling's Best Places Climate Comfort Index." Sperling's Best Places is a 30-year old agency that analyzes data about people and places. Their Climate Comfort Index compiles seven climate variables, including total precipitation, daily minimum and maximum temperatures, extreme high and low temperatures, average dew points, and precipitation days. Baseline scores are based on high and low temperatures outside of a "comfort" range of 60-80 degrees Fahrenheit and are then penalized by the other variables such as humidity. A score of 10 is considered "perfect" and 1 is "unbearable." The Charlotte area comes in a bit under the national average. This measure may be one to consider as a comparison to other parts of the country, but not necessarily one that the city has much control over.

Other important environmental factors include air and water quality, which are both higher than regional, state and national measures. The average commute time plays a role in air quality, with lower commute times associated with fewer cars idling in traffic.

Measure Description	Charlotte (Zip Code)	Standard (National)	Charlotte with Standard	State of MI	Clinton County	Eaton County	Ingham County	Tri-County Overall	Source	Year
Climate Comfort Index (higher is better)	6.7	7	Negative	6.5	6.7	6.7	6.7	6.7	Cobalt	Est 2019
Air Quality (higher is better)	77	58	Positive	71	77	75	71	74	Cobalt	Est 2019
Water Quality (high is better)	73	55	Positive	47	47	73	60	60	Cobalt	Est 2019
Average Commute Time (minutes)	23	26	Positive	24	23	22	20	22	Cobalt	Est 2019

Stakeholder Input. A stakeholder group met to discuss the environment. Meeting participants included local residents and representatives from Discovery Fellowship and Eaton County 911.

1. Can we address barriers to a healthy environment? (top 3 are priorities)

   - Wellhead Protection

   - Stormwater/drainage (education, infiltration)

   - Recycling access/convenience

   - Lack of community garden space

   - Crandell Park Development

   - Adequate Sanitary Facilities

   - Tree Planting/Maintenance

   - How can we help people understand the importance of the environment?

   (However, we addressed ways to overcome barriers):

   - Expand non-motorized trails

   - Compete sidewalk system

   - Adopt and area

   - Host day of caring

2. How can we improve our environment? (top three are priorities)

   (However, we discussed changes to help in five years)

   - Science Camp

   - Signage/Placement of Signs

   - Map of assets (online and print)

   - Events (fair, markets, etc.)

Rain garden

Green roof over trash/recycling enclosures in Grand Haven.

Online Survey. The online survey asked two questions about the Environment. The first asked: "The natural environment plays a big role in maintaining a strong healthy community today and into the future. What three things would improve the environment in the Charlotte area?"

Respondents were asked to select up to three things that would improve the environment in the Charlotte area. The findings are shown below:
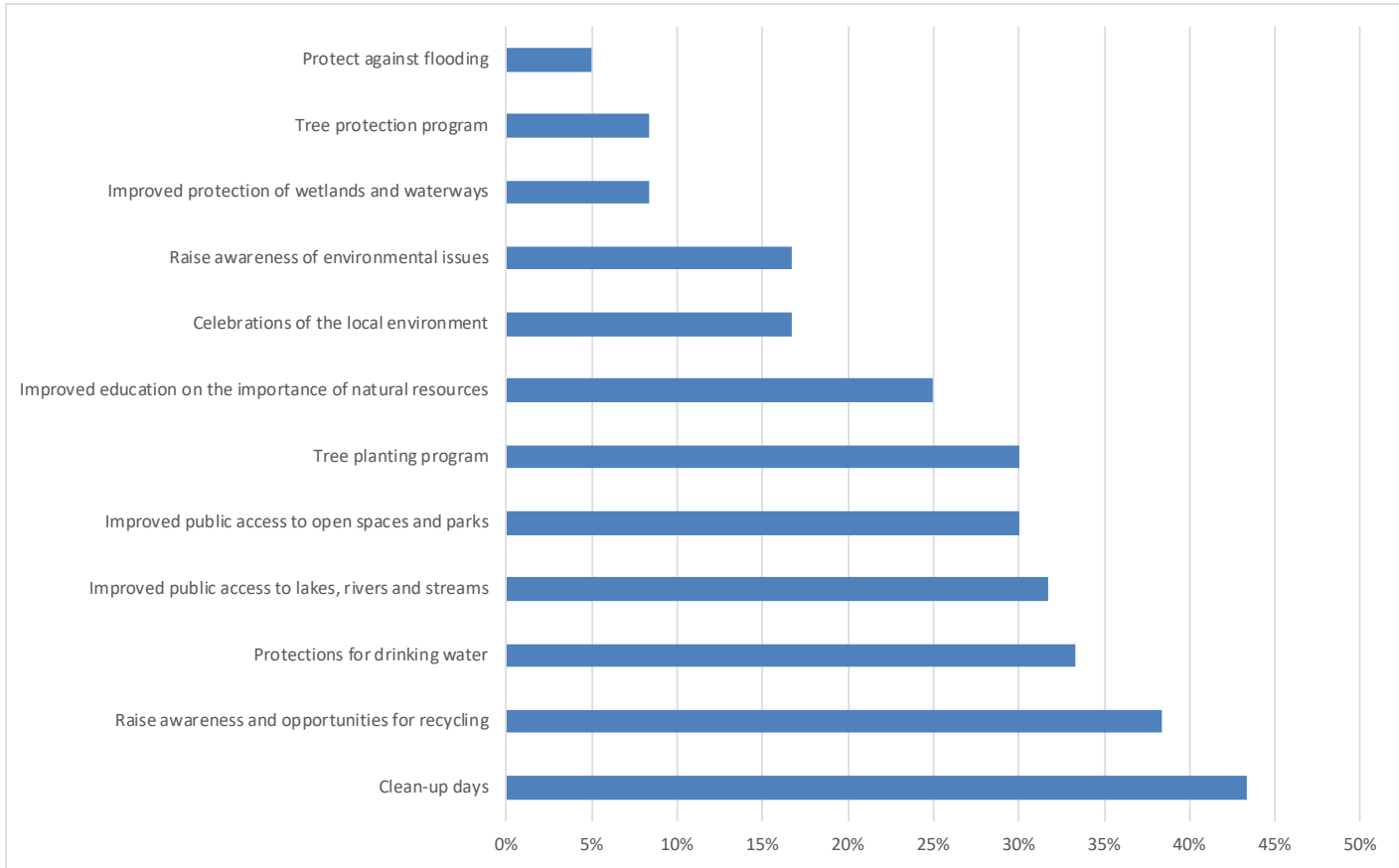
The second question allowed respondents to provide their own ideas about how to improve the environment in Charlotte:

- Improve air quality, better use industrial areas and get industry out of neighborhoods
- All inclusive recycling drop off 24/7
- Clean up; improve; and use our parks
- Code enforcement
- Create and nurture local food systems
- Encourage more walking and biking
- Improved marketing of Eaton conservation district opportunities & events. Gardening work shops.
- Limit excessive large truck traffic, lower speed limits on north Cochran, south Cochran beyond Shepherd and east Shepherd
- Location(s) with daily all-hour access for recycling drop-offs.
- More activities to get people out in nature
- More recycling opportunities.
- Solar panels on roofs, public and private

Strategic Goal 6: Improve environmental quality.

Success Indicators

- Climate Comfort Index (higher is better)
- Air Quality (higher is better)
- Water Quality (high is better)
- Average Commute Time (minutes)
- Recycling tonage metric
- Parks and building lot conditoin metric

Objective 6.1: Improve opportunities for citizens to become involved in enhancing parks and building lotsObjective

Objective 6.2: Review and update recycling program

Objective 6.3: Enhance drinking and stormwater education

Health & Wellness

Health & Wellness

Why Health & Wellness?

A healthy community assures access to high quality health services on a personal, community and systems level and promotes a healthy lifestyle.

Residents with equitable access to health services, healthy food choices and opportunities to incorporate physical activities into their daily lives are more likely to lead longer, healthier, happier and more productive lives. In Charlotte, the community has access to a variety of health services that reach out to all, regardless of income, which is important because 43% of the students in Charlotte Public Schools are "economically disadvantaged." This number includes students who have been determined to be eligible for free or reduced-price meals via locally gathered and approved family applications under the National School Lunch program, are in households receiving food (Supplemental Nutrition Assistance Program) or cash (Temporary Assistance to Needy Families) assistance, are homeless, are migrant,

are in foster care, or, beginning in 2017-18, certain MEDICAID eligible children. For these students, thriving in school can be challenging; for their parents, finding work, stable housing and healthy food may be a daily struggle.

While improving health and wellness for the economically disadvantaged is critical, it is important for the community at large, from children to seniors.

How Can We Measure? As part of the background data compilation, Cobalt Community Research identified several measurable standards by which the city could assess health and wellness. These include the number of physicians available to the local population, the percentage of commuters who travel by bicycle or walk, motor vehicle collisions, smoking and obesity prevalence, access to public exercise options and patient satisfaction.

Measure Description	Charlotte (Zip Code)	Standard (National)	Charlotte with Comp	State of MI	Clinton County	Eaton County	Ingham County	Tri-County Overall	Source	Year
Physicians per 100k population	80	210	Negative	223	87	80	314	160	Cobalt	2019
Percent of commuters who travel by bike or walking	3%	4%	Negative	3%	2%	2%	7%	3%	Cobalt	2019
Walk Score (higher is better, 50+ is walkable)	25	55	Negative	40	NA	NA	NA		Cobalt	2019
Bike Score (higher is better, 50+ is bikeable)	37	49	Negative	45	NA	NA	NA		Cobalt	2019
Motor Vehicle Collisions	10.8	6.8	Negative	8.8	6.6	11.7	6.4	8.2	Livibility Index	5-yr avg
Smoking Prevalence	20.3%	20.5%	Neutral	23.0%	19.4%	20.5%	20.1%	20.0%	Livibility Index	Est 2018
Obesity Prevalence	35.3%	28.9%	Negative	32.1%	31.0%	35.6%	32.1%	32.9%	Livibility Index	Est 2018
Access to Public Exercise Options	64.1	90.7	Negative	83.6	71.0	64.1	92.4	75.8	Livibility Index	Est 2018
Patient Satisfaction	75.9	71.3	Positive	72.0	74.8	74.1	44.0	64.3	Livibility Index	Est 2018

Two additional factors, Walk Score and Bike Score are derived from Walk Score, an organization that collects data that helps people evaluate walkability and transportation when choosing where to live. Walk Score analyzes hundreds of walking routes to nearby amenities; amenities within a 5 minute walk (.25 miles) are given maximum points. Walk Score also measures pedestrian friendliness by analyzing population density and road metrics such as block length and intersection density. Data sources include Google, Factual, Great Schools, Open Street Map, the U.S. Census, Localeze, and places added by the Walk Score user community. The city's current Walk Score is 25, reflecting that it is a car-dependent community, and well under the national average of 55(a "somewhat walkable" community).

Stakeholder Input. A stakeholder group met to discuss local health and wellness, and focused on barrier to health and wellness as well as changes that would improve community health in the next five years:

- Barrier: Sustainable funding… after grant funding
- Need to see, Engagement
- Lack of time
- Behavioral health (mental health, substance abuse)
- Access to services (demand is greater than supply)
- Chronic disease Initiatives (no long term plan or individual programs; i.e. safe routes
- Spectrum of Prevention (individual to policy)
- Substance abuse (maternal smoking rate is high)
- Improve collaboration in improvement programs between health dept, schools, city, and hospital)
- YMCA Nutrition Bus Educate in hands on way (healthy living mobile kitchen)
- Priorities: financial stability, economic mobility
- Promote existing services

Online Survey. The online survey asked two questions about health and wellness. The first asked: "A strong and healthy community supports the health and wellness of its residents. What three things would improve health and wellness in the Charlotte area?"

Respondents were asked to select up to three things that would improve health and wellness in the Charlotte area. The findings are shown below:
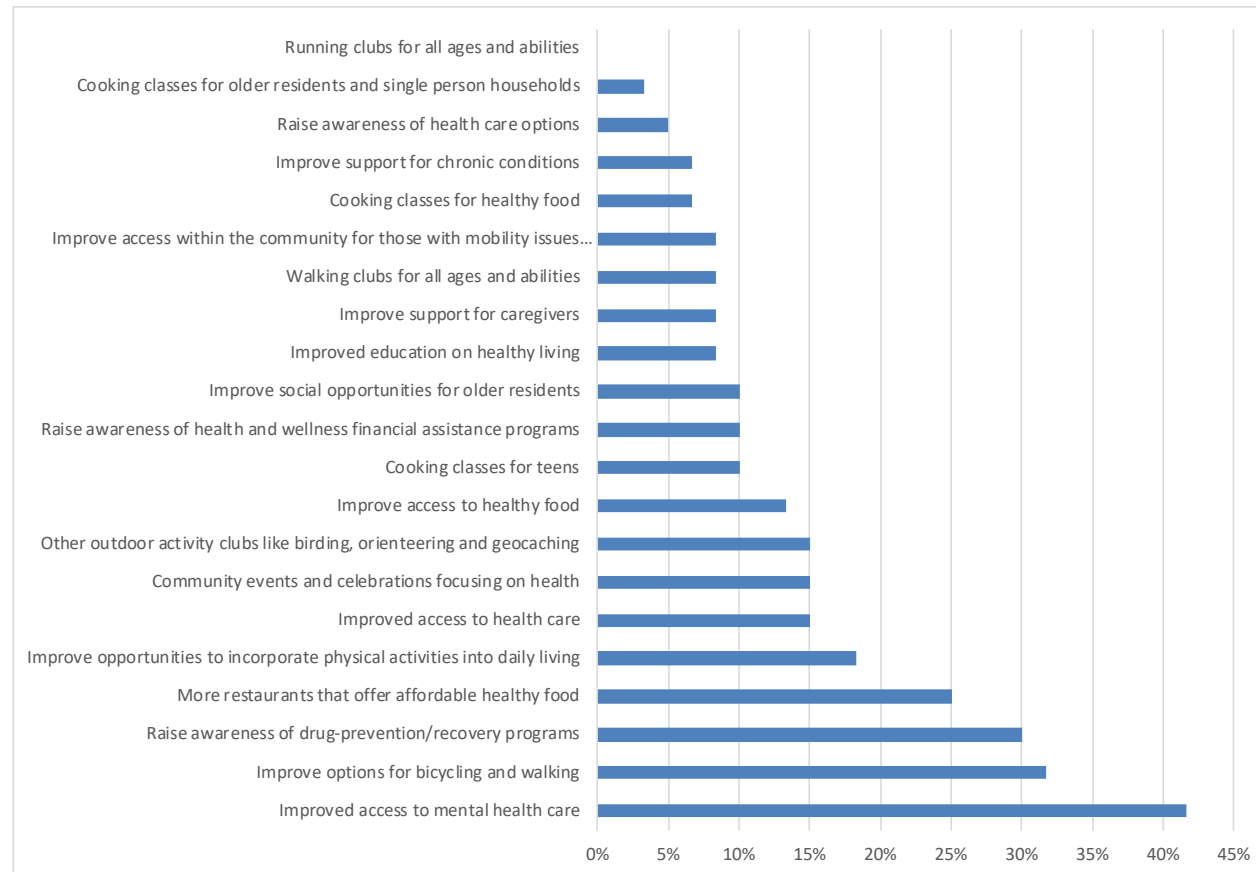
The second question allowed respondents to provide their own ideas about how to improve health and wellness in Charlotte:

- Activities for community to learn about healthy living
- Community garden & workshops for gardening/cooking/canning/etc.
- Cooking classes for all. older ones can help teach younger ones how to cook healthy meals. get the 2 groups together see what happens.
- CSA program for fresh vegetables
- Encourage kids to walk to school .
- Increase frequency of free and low cost health and wellness events
- Less expensive access to fitness equipment
- Less fast food options
- Mental health support groups in schools for students and also for staff
- More clubs and activities that would get people interacting with others in the community.

Outdoor fitness class in Tawas, MI

Bicycles provide a mode of transportation for people of all ages.

Strategic Goal 7: Improve community health and wellness

Success Indicators

- Physicians per 100k population
- Percent of commuters who travel by bike or walking
- Walk Score (higher is better, 50+ is walkable)
- Bike Score (higher is better, 50+ is bikeable)
- Motor Vehicle Collisions
- Smoking Prevalence
- Obesity Prevalence
- Access to Public Exercise Options
- Patient Satisfaction

Objective 7.1 Improve year-round walking infrastructure to help people incorporate exercise into their daily lives

Objective 7.2 Encourage students to walk to school

Objective 7.3 Improve access to fresh healthy food

Objective 7.4 Improve patient satisfaction information