



FY2009 Focus Area Plans



City Strategy

The City of Charlotte's strategic planning process begins with an examination of organizational mission, core values, and vision. It ends with the development of a game plan that translates these concepts into actions that align organizational philosophy. Strategy is an integral component of the overall management philosophy. The strategic plan translates mission into actions and actions into outcomes. The strategy is two fold: align goals with the mission of the organization and attend to the vision for the City. Developing an organizational strategy means making choices and decisions. Defining strategy means addressing needs that will help achieve the desired future for our community and organization. The integration of resources and strategy demonstrates how the budget supports core services, Council Priorities, and Focus Area goals which in turn facilitate the achievement of the City's vision and mission. Council's Strategic Plan is a critical tool used in making budget recommendations. City Strategy is documented in the Focus Area Plan and includes corporate objectives that guide and direct planning, decision making, and the accomplishment of the vision and mission.

Vision

The City of Charlotte will be a model of excellence that puts citizens first. Skilled, diverse, and motivated employees will be known for providing quality and value in all areas of service. We will be a platform for vital economic activity that gives Charlotte a competitive edge in the marketplace. We will partner with citizens and businesses to make this a community of choice for living, working, and leisure activities.

Mission

The mission of the City of Charlotte is to ensure the delivery of quality public services that promote safety, health, and quality of life of its citizens.

Serving the Customer, Running the Business, Managing Resources, and Developing Employees are four perspectives that characterize how success is measured. The Key Business Unit pages that follow include performance measure information that further illustrates the link between resources and performance. Funding reductions have the ability to negatively impact targets within Council Priorities and Focus Area Plans. Budget decisions impact how well strategy is implemented and executed. How well budget allocations are linked to strategy needs can either promote or impede the implementation process. The Focus Area Plan is used to monitor success in the accomplishment of City strategy and adherence to Council's priorities.

OVERVIEW OF CHARLOTTE'S FOCUS AREAS

Community Safety. In 1994, the City Council adopted a five-year community safety plan. That plan has been expanded and combined with housing and neighborhood development initiatives and the implementation of community problem-oriented policing. Therefore, the City considers community safety from the perspective of the livability, stability, and economic viability of a neighborhood—not just the lack or presence of criminal activity.

Housing and Neighborhood Development. This is the city's comprehensive approach to meeting the economic development and quality of life issues in the neighborhoods and business districts. This includes efforts such as providing adequate code enforcement; developing strategies for affordable housing; and requiring neighborhoods and business districts to take an active role in problem identification and solution development.

Environment. This initiative addresses safeguarding the environment, including protection of air and water quality, land preservation, and energy and resource conservation. As one of the fastest growing communities in the nation, protection of our environment is a priority that includes adopting best practices and leading by example by delivering public services in a manner based on sound environmental practices.

Transportation. This initiative is broadly defined as addressing all issues related to transportation opportunities and challenges, including maximizing public transit; implementing and maintaining roads, adopting and implementing land-use policies to support growth and transit goals; and ensuring adequate pedestrian and bicycle connections while meeting stringent federal air quality standards.

Economic Development. This initiative involves sustaining the prosperity and assuring the opportunity for participation by all residents. It also involves a focus on keeping jobs and the tax base in Charlotte by building and maintaining infrastructure, as well as building a skilled and competitive workforce to encourage businesses to locate and remain in Charlotte.



CITY STRATEGY

VISION

COMMUNITY OF CHOICE FOR LIVING, WORKING AND LEISURE



CITY COUNCIL FOCUS AREAS

Community Safety • Housing and Neighborhood Development
Environment • Transportation • Economic Development

COMPREHENSIVE CITIZEN SERVICE

CORPORATE OBJECTIVES

SERVE THE CUSTOMER

Reduce Crime

Increase Perception of Safety

Strengthen Neighborhoods

Provide Transportation Choices

Safeguard the Environment

Promote Economic Opportunity

RUN THE BUSINESS

Develop Collaborative Solutions

Enhance Customer Service

Optimize Business Processes

MANAGE RESOURCES

Maintain AAA Rating

Deliver Competitive Services

Expand Tax Base & Revenues

Invest in Infrastructure

DEVELOP EMPLOYEES

Achieve Positive Employee Climate

Recruit & Retain Skilled, Diverse Workforce

Promote Learning & Growth

Corporate Objectives

Serve the Customer—What is our mission and vision?

Reduce Crime	Decrease crime with community-oriented policing and other strategies that target crime categories or offenders.
Increase Perception of Safety	Improve perception of safety by enhancing police community problem-solving partnerships, improving neighborhood appearance, and addressing neighborhood decay and nuisances.
Strengthen Neighborhoods	Deliver planning, infrastructure, environmental safety, and capacity building investments to improve and sustain the quality of life in neighborhoods.
Provide Transportation Choices	Provide programs and services that expand travel choices and increase use of alternative modes of transportation.
Safeguard the Environment	Provide programs and services that protect the City’s land, water, air, and open space resources.
Promote Economic Opportunity	Provide programs and services that enhance the quality of life and make Charlotte an attractive location for quality jobs and businesses.

Run the Business—At what processes must we excel to achieve the mission and vision?

Develop Collaborative Solutions	Elevate citizen service above key business unit customer service. Develop internal and external partnerships to solve problems and share control in leadership, planning, accountability, risk, and reward
Enhance Customer Service	Improve service delivery to internal and external customers. Provide services that are accessible, responsive, courteous, and seamless.
Optimize Business Processes	Analyze key business processes to ensure alignment to organizational business strategies and priorities and apply shared technologies to improve service delivery, increase operational efficiencies and control cost.

Manage Resources—How do we ensure value in achieving the mission and vision?

Maintain AAA Rating	Pursue fiscal policy that will maintain the City’s AAA credit rating.
Deliver Competitive Services	Ensure value and quality of services by being productive and efficient in service delivery. Maximize public resources through benchmarking, competition, privatization, and optimization.
Expand Tax Base & Revenues	Increase available revenues by expanding tax base through residential and business development. Seek funding partnerships and other revenue sources to lessen reliance upon property taxes.
Invest in Infrastructure	Support priorities by optimizing existing infrastructure and creating new infrastructure and creating new infrastructure, including streets, technology, equipment, and facilities. Ensure capital and land use investments are consistent with Smart Growth principles.

Corporate Objectives

Develop Employees—How do we develop employees to respond to the mission and vision?

Achieve Positive Employee Climate	Strengthen work-life environment where employees are empowered, motivated, and productive.
Recruit & Retain Skilled, Diverse Workforce	Select and retain qualified and diverse workforce to meet community needs.
Promote Learning & Growth	Maximize employee development through training opportunities. Create a learning environment where employees are encouraged to test ideas and explore new methods.



“Charlotte will be the safest large city in America through citizen and local government partnerships.”

The City of Charlotte actively engages its citizens in proactive partnerships to build a safe community. A safe community is one in which:

- Aggressive enforcement and prevention measures are being used to address crime and its underlying causes
- Citizens and businesses are actively engaged in short and long term prevention initiatives
- Police and Fire are actively involved in local and regional homeland security efforts
- Enforcement and education programs help reduce loss of life, preventable injuries and property damage resulting from traffic collisions and fires

The City’s community safety strategy is focused on targeted enforcement and prevention activities. The Police Department’s enforcement efforts are data driven and focus resources on specific suspects and areas where identifiable crime patterns can be impacted by the presence of police. Prevention programs are designed to make residents and businesses less vulnerable to crime and engage citizens as active crime prevention partners. Many of the prevention and intervention programs target young people who are involved in gangs and/or drug related activity; success requires active community engagement and will have a long term impact on the city’s crime rate.

Building a safe community encompasses much more than crime prevention and reduction. It requires the city to take an active role in building regional partnerships that will result in a high level of preparedness for any homeland security or natural disaster emergencies. It is also dependant on Police and Fire using both enforcement and education efforts to reduce loss of life, preventable injuries, and property damage resulting from traffic collisions and fires.

Many of the City’s community safety efforts are neighborhood based with police divisions and fire stations located in the areas they serve. Each neighborhood has a police response area team that is familiar with its issues and works with residents to develop long term solutions to crime and quality of life concerns. Community safety issues are addressed through a holistic approach that partners City key businesses, other public and private service providers, and the citizens of Charlotte-Mecklenburg.

The ultimate goal of these problem solving partnerships is a community where citizens feel safe throughout the city, have confidence in public safety personnel, and are actively involved in ensuring their own safety.

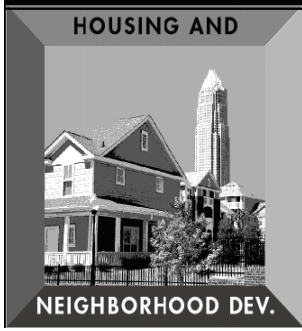
Community Safety

Reduce Crime

CS.1	Focus Area Initiative:	Decrease crime throughout the city through enforcement and prevention strategies that target specific crime categories or offenders
	▶ Measure:	Crime rate per 100,000 population for Part One offense categories
	Target:	3% reduction in robbery rate per 100,000 population
	Prior Year:	427.8 robberies per 100,000 population in FY07 (-12.9%)
CS.2	Focus Area Initiative:	Reduce the incidence of property crime through education and enforcement efforts
	▶ Measure:	Crime rate per 100,000 population for Part One offense categories
	Target:	5% reduction in property crime rate per 100,000 population
	Prior Year:	6,848 property crimes per 100,000 population in FY07 (3.2% increase)
CS.3	Focus Area Initiative:	Enhance citizen perception of safety through engagement with police and the dissemination of improved and more consistent information
	▶ Measure:	Ratings on citizen satisfaction survey in November 2008
	Target:	Ratings of 7 or above on a 10 point scale on questions related to police services and citizen perception of safety
	Prior Year:	70% rated their perception of police at 7 or above; 74% reported feeling safe in their own neighborhoods
CS.4	Focus Area Initiative:	Reduce the incidence of vehicle crashes through enforcement, education, and engineering
	▶ Measure:	Number of vehicle crashes
	Target:	3% reduction in vehicle crashes
	Prior Year:	28,277 vehicle crashes in FY07

Enhance Customer Service

CS.5	Focus Area Initiative:	Educate and prepare children to prevent injuries and fires and teach them how to respond appropriately when they do occur
	▶ Measure:	Percent of fire and life safety education programs requested and delivered to elementary school students in the Charlotte-Mecklenburg Schools
	Target:	95% of requested programs delivered
	Prior year:	82%



“Creating great neighborhoods
in which to live, work, and
play.”

The City of Charlotte’s long-term health, vitality, and distinction as a leading city is predicated upon its ability to develop and sustain its neighborhoods. Social changes, crime and disorder, physical deterioration, and economic disinvestments create challenges for the City’s residential, commercial and industrial neighborhoods. The City’s housing and neighborhood strategy focuses on quality of life measures, expanding affordable housing, effective code enforcement, infrastructure investments, and successful neighborhood revitalization initiatives. The City will be responsive to addressing the needs of all neighborhoods, but will develop unique approaches and solutions to address each of the City’s challenged, transitioning, and stable neighborhoods. *(Also see Community Safety, Economic Development and Transportation Focus Area Plans for more housing and neighborhood development strategies.)*

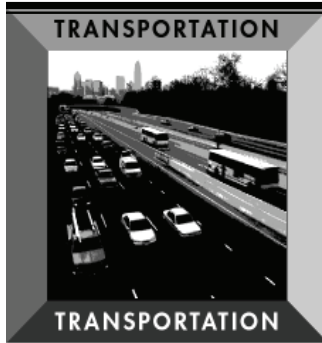
Housing and Neighborhood Development

Strengthen Neighborhoods

H&ND.1	Focus Area Initiative:	Reduce the number of challenged neighborhoods						
▶	Measure:	Number of challenged neighborhood statistical areas						
	Target:	No target, survey is done biannually						
	Prior Year:	FY2006—24						
H&ND.2	Focus Area Initiative:	Expand the supply of affordable housing						
▶	Measure:	Number of completed affordable housing units						
	Target:	600						
	Prior Year:	1,640						
H&ND.3	Focus Area Initiative:	Eliminate sub-standard housing, neighborhood nuisances and zoning violations						
▶	Measure:	Number of housing units, nuisance complaints and zoning violations brought into compliance						
	Target:	Housing - 2%* Nuisance - 41,000 Zoning - 8,500						
	Prior Year:	Housing - 2,761 Nuisance - 42,732 Zoning - 7,385						
		* - Not to exceed 2% of the housing stock						
H&ND.4	Focus Area Initiative:	Graduate neighborhoods from the revitalization plan process						
▶	Measure:	Number of revitalization neighborhoods completed (8 neighborhoods have revitalization plans)						
	Target:	one						
	Prior Year:	one						
H&ND.5	Focus Area Initiative:	Educate and engage residents in achieving model neighborhood standards through successful problem solving initiatives and leadership development.						
▶	Measure:	Percent of neighborhood organizations implementing successful problem solving initiatives						
		<table border="0" style="margin-left: auto; margin-right: auto;"> <tr> <td style="text-align: center;"><u>Number</u></td> <td style="text-align: center;"><u>Success Ratio</u></td> </tr> <tr> <td style="text-align: center;">360</td> <td style="text-align: center;">80%</td> </tr> <tr> <td style="text-align: center;">113</td> <td style="text-align: center;">123%</td> </tr> </table>	<u>Number</u>	<u>Success Ratio</u>	360	80%	113	123%
<u>Number</u>	<u>Success Ratio</u>							
360	80%							
113	123%							
	Target:							
	Prior Year:							
H&ND.6	Focus Area Initiative:	Develop and adopt a strategy to address foreclosures in Charlotte neighborhoods.						
▶	Measure:	To be developed.						

Invest in Infrastructure

H&ND.7	Focus Area Initiative:	Provide comprehensive neighborhood infrastructure (curb and gutter, sidewalks, road improvements, streetscape, etc.)
▶	Measure:	City neighborhood infrastructure investments vs. infrastructure needs
	Target:	\$15.0 million/ \$769 million
	Prior Year:	\$ 8.9 million/ \$651 million



“Charlotte will be the premier city in the country for integrating land use and transportation choices.”

Safe, convenient, efficient, and sustainable transportation choices are critical to a viable community. To that end, the City Council has identified Transportation as a priority. The City of Charlotte takes a proactive approach to transportation planning and management. Success is measured through five key strategic initiatives intended to capture the context of the transportation priority and focus area and the action steps necessary to achieve the City’s overall goal of becoming the premier city in the country for integrating land use and transportation choices.

The City’s **Transportation Action Plan (TAP)** details the City’s transportation strategies and programs that are necessary to accommodate the City’s future growth. The TAP is a comprehensive document that includes and addresses Charlotte’s Transportation mission statement and vision, Transportation goals, objectives, and policies, existing and future conditions impacting transportation, and Financial resources and constraints.

Now that the TAP is adopted, the City is moving forward on additional key strategic initiatives, such as:

- implementation and refinement of the Centers, Corridors, and Wedges Growth Framework
- development and dissemination of public educational materials describing the Centers, Corridors, and Wedges Growth Framework and enhanced communication with the public regarding the City’s overall comprehensive transportation strategy
- development and dissemination of the TAP annual status report
- implementation of the 2006 transportation bond projects
- ensuring land use and transportation decisions are consistent with the overall goal of maintaining the City’s livability and long-term growth

Another cornerstone of integrating transportation and land use is continued investment in and implementation of Mass Transit. The November 2006 MTC adoption of the **2030 Corridor System Plan** reaffirms our commitment toward Rapid Transit expansion. The system plan establishes a prioritized implementation schedule for the remaining corridors, expands investments in local and express bus service, and increases opportunities for regional partnerships.

Charlotte and the surrounding region will continue to grow rapidly, making the implementation of new transportation strategies even more imperative. The City is committed to identifying and prioritizing transportation strategies that ensure the City’s long-term viability and to seeking ways to secure adequate funding to implement the Transportation Action Plan, including taking steps to improve the equity share formula used for state funding for planning, constructing, and maintaining multi-modal transportation facilities.

Transportation

Provide Transportation Choices cont'd

- ▶ Measure: Achieve an average annual weekday ridership of the Lynx Blue Line of 9,100 passengers per day
Target: December 2008 (end of the first full year of revenue service)
- ▶ Measure: Advance Preliminary Engineering on the Northeast Corridor (LYNX Blue Line Extension).
Target: Complete 15% Design by June 30, 2009.
- ▶ Measure: Achieve 5 of 6 targets supporting this initiative
Target: 1. 4% increase in transit ridership
Prior Year: 3.1% increase
Target: 2. Complete a minimum of 10 miles each of new sidewalk and new bikeways annually
Prior Year: 7.71 miles of sidewalk and 10 miles of bikeways completed
Target: 3. 90% of transportation bond road projects completed or forecast to be completed on schedule
Target: 4. Decrease in vehicular accidents per miles traveled and decrease in pedestrian and bicycle accidents per capita.
Prior Year: Vehicular accidents (4.82% decrease), pedestrian (2.78% decrease) and bicycle (17.7% increase)
Target: 5. Maintain a citywide annual average intersection crash rate less than 2 crashes per million entering vehicles.
Prior Year: 1.06 crashes per million
Target: 6. Increase in bike rack usage on transit vehicles
Prior year: 60,818 recorded usages
- ▶ Measure: Develop a project scope and include funding for an economic impact study of Phase 1 and Phase 2 of the Streetcar Project in the City's federal legislative requests.
Target: Complete project scope by October 2008
Target: Obtain funding for the study
Prior year: Submitted Streetcar funding request to federal delegation

Enhance Customer Service

- TRAN.4 Focus Area Initiative: Communicate land use and transportation objectives as outlined in the Transportation Action Plan.
- ▶ Measure: Complete and present annual Transportation Action Plan Status Report to the City Council
Target: December 2008
 - ▶ Measure: The City will further develop a multifaceted communication and public outreach plan to convey and explain the City's transportation plans and growth strategy. The communication plan will include specific tools and measurable outputs to determine the community's understanding of the City's transportation plans, priorities and growth strategy.
Target: Develop Communication Plan by September 2008
Target: Include information on the City's web-site and Charlottefuture.com to reflect the City's land use and transportation strategy by December 2008
Target: Conduct a survey to benchmark existing community awareness of the City's transportation plans and growth strategy by December 2008
Target: Obtain public input on the Centers, Corridors, and Wedges Growth Framework by March 2009

Transportation

Expand Tax Base & Revenues

TRAN.5	Focus Area Initiative:	Seek financial resources, external grants, and funding partnerships necessary to implement transportation programs and services.
	▶ Measure:	Complete multi-year legislative agenda to fund the Transportation Action Plan by seeking additional revenue sources and by ensuring that Charlotte receives increased funding for planning, constructing, operating, and maintaining multi-modal transportation facilities and services
	Target:	June 2009
	▶ Measure:	The City, in partnership with the Charlotte Chamber of Commerce, will convene a Transportation Task Force to study area transportation priorities, identify obstacles and recommendations to address them and develop a consensus funding approach to address area transportation projects and programs.
	Target:	November 2008



“Charlotte will be the most prosperous and livable city for all citizens through quality economic development.”

The City of Charlotte’s long-term economic health is in large part driven by the City’s ability to facilitate private sector job growth and investment through partnerships with agencies such as the Charlotte Chamber and the Charlotte Regional Partnership. These partnerships have resulted in a diversified local and regional economy which continues to provide positive job growth and investment through new and expanded business activity. This requires public investment in public services, facilities and infrastructure, along with a commitment to existing businesses, small business enterprise and entrepreneurship. Public and private commitment coordination are necessary for effective economic development.

There are opportunities for significant economic growth by redeveloping areas along the transit corridors and targeted business corridors. In FY07, the City experienced unprecedented new development within areas targeted for economic development. An analysis of building permits disclosed a near doubling of private sector building permit values in economic development areas. Those areas include Center City, the Business Services Geography, and areas within 1/2 mile of transit stations along the South corridor.

Charlotte’s continued success will be influenced by the new Business Corridor Revitalization program. Resources will be dedicated to provide capital and support to five priority corridors chosen from an analysis of economic and social needs. This work will be supported by City coordination with the Charlotte Mecklenburg Development Corporation in developing new jobs and investment in locations that private interests have voided in recent years.

Also, an increased emphasis on partnerships with the hospitality and tourism industry enhances Charlotte’s success. Increasingly, Charlotte’s prosperity is tied to the economic health of the region, and regional solutions will be required to address employment, transportation, education, and environmental issues that affect Charlotte’s long term economic sustainability. Ultimately through these initiatives, Charlotte will be recognized as one of the most prosperous and livable cities in America.

Economic Development

Promote Economic Opportunity

- ED.1 Focus Area Initiative: Promote a healthy business climate by implementing a strong business expansion and retention effort
- ▶ Measure: Number of existing businesses visited through BusinessFirst Charlotte, the City's business retention & expansion program.
Target: Total: 400 (Business Corridors: 120)
Prior Year: FY2007– 174
 - ▶ Measure: Percentage of service requests from existing businesses successfully completed
Target: 80%
Prior Year: FY2007– 55%
- ED.2 Focus Area Initiative: Ensure that small businesses have the opportunity to participate in informal City procurement and contracts
- ▶ Measure: Percentage of informal contracting dollars awarded to SBE's
Target: 10%
Prior Year: FY2007-13.52%
 - ▶ Measure: Percentage of City contracting dollars awarded to Minority /Women Business Enterprises (MWBES)
Target: See table

Work Category	% Achieved 2007	% Goal 2009
Construction less than \$30,000	20.88%	15.13%
Construction greater than \$30,000	16.86%	15.41%
Architecture & Engineering	14.64%	12.82%
Goods & Supplies	6.91%	6.70%
Professional Services	12.35%	17.67%
Other Services	15.10%	9.14%

Expand Tax Base & Revenues

- ED.3 Focus Area Initiative: Business Corridor Revitalization
- ▶ Measure: Complete development of priority projects including:
Begin implementation of ULI recommendations for Eastland Mall
Begin implementation of North Tryon Corridor Study Phase I/Segment I
Complete Phase II Independence Blvd. Land Use & Infrastructure Study
Complete development of Belvedere Business Park
 - Target: Complete and implement 100% Council approved plans and studies
 - Prior Year: Completed 100% of plans, studies, and Scaleybark RFP
 - Target: Complete and implement Council approved Plans, studies and RFP process
 - Prior Year: New Measure

Economic Development

- ▶ Measure: Development of urban market information for five priority corridors
- Target: Complete development of market information and distribute to potential investors and businesses
- Prior Year: New Measure

Expand Tax Base & Revenues

- ED.4 Focus Area Initiative: Promote infill development/redevelopment in the Center City, distressed business districts and neighborhoods, and transit stations
- ▶ Measure: Building Permit value of construction in the Center City, Business Services Program Geography, and within 1/2 mile of identified transit station locations
 - Target: \$500 million
 - Prior Year: FY2007-\$732,528,837
FY2006-\$ 403,130,909
FY2005-\$321,885,295
FY2004-\$300,751,265
 - Target: Increase investment in each targeted business corridor and transit station area by 5%
 - Prior Year: FY2007
1/2 mile of transit stations—\$495,878,361
Wilkinson/Freedom Area—\$33,737,555
Rozzelles Ferry—\$2,209, 639
N. Tryon—\$8,231,385
Eastland Mall Area—\$3,942,019
Beatties Ford—\$8,535,054

Develop Collaborative Solutions

- ED.5 Focus Area Initiative: Work with internal and external partners to grow Charlotte's hospitality industry
- ▶ Measure: Hospitality tax revenues
 - Target: 7% increase over 2008
 - Prior Year: FY2007-27% (Increase over base:11%)
FY2006-19%
FY2005-7.8%
FY2004-7.1%
 - ▶ Measure: Convention Center utilization
 - Target: 54%
 - Prior Year: FY 2007-48%
FY2006-46%
FY2005-39%
FY2004-52%
 - ▶ Measure: Room nights generated by amateur sports
 - Target: 5% increase
 - Prior Year: FY 2007-89,039
FY2006-94,582
FY2005-57,262

Economic Development

ED.6	▶	Focus Area Initiative:	Permitting Process Improvements
		Measure:	Improve Efficiency of Plan Review
		Target:	Implement 80% of Permitting Report recommendations by end of FY09 Average \leq 2.5 reviews on all plans submitted for FY09
		Prior Year:	Permitting Improvement Report adopted by City Council
ED.7	▶	Focus Area Initiative:	Area Plan Implementation
		Measure:	Implementation of capital projects recommended in area plans
		Target:	Initiate two new area plan capital projects by June 2009
		Prior Year:	Area Plans inventory presented to Council



“Charlotte will become a national leader in environmental initiatives to preserve our natural resources while balancing growth with sound fiscal policy.”

The City of Charlotte recognizes that environmental stewardship both now and in the future is fundamentally important to our quality of life and essential to maintaining a vibrant economy. Protecting our natural resources, promoting conservation on all levels, and improving the environment enhance our City’s mission to preserve the quality of life for our citizens.

Charlotte’s economic vitality presents challenges to maintaining a healthy environment. The City is committed to:

- *promoting environmental best practices and protecting our natural resources: the air we breathe, the water we drink, and the natural ecosystems we cherish, including the tree canopy;*
- *recognizing important interrelationships among air quality, water resources, land preservation, and energy and resource conservation;*
- *making sound land use decisions regarding our future growth and development. The City is aware that to sustain a high level of growth today, we cannot jeopardize our future generations of citizens;*
- *achieving our goals of becoming a national leader in the successful stewardship of our environment by maintaining a cooperative and open agenda with Mecklenburg County, our regional neighbors, and the business community; and*
- *leading by example and promoting sound, cost effective environmental and energy conservation practices in City operations.*

The City of Charlotte will take a proactive leadership role in modeling best practices for its citizens. The City recognizes that conscientious environmental stewardship and concern for the public interest requires more than meeting mandates and minimum standards. The City will evaluate environmental conditions and opportunities in order to determine what approach is best for our community’s optimal environmental sustainability. By always being conscious of the need to meet regulatory compliance standards and the needs of future generations, the City will avoid costly remedial action.

The actions associated with the other City Council Focus Areas - Community Safety, Housing and Neighborhood Development, Economic Development, and Transportation - are supported and enhanced by stewardship of our natural resources and the environment.

Environment

Safeguard the Environment

ENV.1	Focus Area Initiative:	Support sustainability by making wise decisions regarding growth and development, recognizing the interrelationships between air quality, water resources, land preservation, and energy and resource conservation
	▶ Measure:	Continue implementing Centers, Corridors, and Wedges Growth Framework
	Target:	Encourage minimum of 40% of new housing unit permits, 70% of new multi-family unit permits, 75% of new office development square footage, and 75% of new employment occurring in the centers and corridors.
	▶ Measure:	Percent of rezoning decisions consistent with adopted plan recommendations
	Target:	95% of rezoning decisions consistent with adopted plans and/or staff recommendation
	▶ Measure:	Implement the General Development Policies Phase II - Environment
	Target:	Initiate strategies to address 5 of the 15 General Development Environmental Policies by June 2009
	Prior Year:	General Development Policies Phase II - Environment adopted November 12, 2007
	▶ Measure:	Implement Post Construction Controls Ordinance on July 1, 2008
	Target:	Implement the PCCO Transition Plan by June 2008
	Prior Year:	Post Construction Controls Ordinance adopted November 26, 2007
ENV.2	Focus Area Initiative:	Protect natural ecosystems and habitats, including the tree canopy
	▶ Measure:	Identify and protect environmentally sensitive areas
	Target:	Implement first phase of Environmental Inventory Strategy to include determining needs, cost, and schedule by June 2008
	Target:	Implement deliverables determined from first phase of the Environmental Inventory Strategy by June 2009
	Prior Year:	Environmental Inventory Strategy developed December 2007
	▶ Measure:	Maintain a significant and healthy tree canopy
	Target:	Conduct a baseline assessment of City's tree canopy (Pending project and funding approval in FY 2009 budget)
	Target:	Adopt revised Tree Ordinance by June 2008
	▶ Measure:	Protect stream corridors, ponds, and wetlands through public acquisition of additional conservation easements and enhancing existing buffers
	Target:	Conduct a baseline analysis of land protected for environmental purposes, either through easements or other conservation practices by June 2008

Environment

ENV.2 (cont.)

- ▶ Measure: Maintain permit compliance with treated wastewater
- Target: 100% compliance with National Pollutant Discharge Elimination System permit requirements for all five wastewater plants
- Prior Year: FY2007 - 8 violations

ENV.3

- Focus Area Initiative: Lead by example, adopting sound environmental practices in City facilities and operations
- ▶ Measure: Implement strategies to reduce City fleet emissions
- Target: Increase percentages of City fleet using alternative fuel or emission efficient technologies
- Prior Year: 34 hybrids (+9.7%); 98 (+63%) flex fuel vehicles (excludes CATS)
- Target: Retrofit with emission reduction equipment 25% of Charlotte Area Transit System's fixed route bus fleet by December 2007
- Prior Year: Retrofitted 34.7% fixed route bus fleet (119 buses) with emission reduction equipment
- Target: Procure four hybrid buses for service expansions by June 2009 (Pending project and funding approval in FY2009 budget)
- Target: Reduce idling by 5% from FY2007 baseline data in Charlotte Area Transit System's fixed route bus fleet
- ▶ Measure: Incorporate environmentally responsible elements in the design, construction, and operations of City facilities
- Target: Collaborate with all Key Businesses to develop a baseline energy consumption model for facilities by June 2008
- Target: Develop Greenhouse Gas Emissions Inventory Action Plan by December 2008
- Target: Establish baseline for City-wide purchasing of environmentally-friendly products by June 2008
- Target: Document current waste minimization practices and recycling programs in all City facilities by June 2008
- Target: Achieve the City's first Leadership in Energy and Environmental Design (LEED) certification at the Utilities Environmental Services Facility from the U.S. Green Building Council
- Target: Design, construct, and retrofit facilities using sustainable design criteria such as American Society of Heating Refrigerating and Air Conditioning Engineers (ASHRAE), EPA/Energy Star Standards, and LEED, as appropriate

Environment

Develop Collaborative Solutions

ENV.4	Focus Area Initiative:	Collaborate with local and regional public and private partners and neighborhoods to enhance environmental quality and long-term sustainability
▶	Measure:	Continue collaboration and actively participate in public and private sector partnership's environmental and visioning initiatives
	Target:	Continue collaboration and participation with Sustainable Environment for Quality of Life, Centralina Council of Governments, Regional Visioning Council, and other partners' current initiatives
▶	Measure:	Increase Charlotte-Mecklenburg citizens' awareness of the environment as a priority for the community and the organization
	Target:	Develop an external communication strategy and begin communicating the City's environmental principles, initiatives, and programs to Charlotte-Mecklenburg citizens by June 2008
	Target:	Continue intensive public relations efforts and elevate the water conservation message with paid advertising from January to April 2008
▶	Measure:	Continue a leadership role in the Catawba-Wateree Water Management Group to enhance regional water supply planning and collaborative drought response
	Target:	Lead the group with Utilities staff as chair of the Water Management Group and be actively involved in committee work in 2008
▶	Measure:	Increase single family recycling from 45% to 65%
	Target:	Implement single-stream recycling program by July 2010
▶	Measure:	Continue implementing the multi-family recycling education program
	Target:	Educate 20 non-participating multi-family property managers on the benefits of recycling by July 2009
▶	Measure:	Collaboration with NCDENR and public and private partners in the non-attainment area to accelerate the trend toward meeting the current 8-hour ozone air quality standard by 2010
	Target:	Gain approval of Statewide State Implementation Plan (SIP) through collaboration with NCDENR by October 2008
	Target:	Work with regional partners to develop options for air quality initiatives by October 2008, in addition to those required by the SIP, and adopt Charlotte-specific air quality initiatives by October 2008

Promote Learning & Growth

ENV.5	Focus Area Initiative:	Support the enhancement of City employees' awareness of the environment as a priority
▶	Measure:	Continue implementing the internal communication strategy for the environment focus area
	Target:	Continue communicating the City's environmental principles, initiatives, and programs to City employees