



## FY2012 Strategic Focus Area Plan

“Charlotte will be America’s safest community.”

Community Safety is a major priority for the City of Charlotte. The cornerstone of the City’s community safety philosophy is based on crime and fire reduction, prevention, collaboration, and the innovative use of technology. The City’s police and fire services are delivered by a skilled and professional work force sensitive to the needs of the community and the citizens they serve.

The Charlotte-Mecklenburg Police Department and the Charlotte Fire Department take a community based approach to reducing crime and promoting fire safety. Police are highly visible in all areas of the city and use data driven deployment of their resources to respond to emerging crime trends and target chronic offenders. The Fire Department aggressively investigates all incidents of arson and targets chronic arson offenders.

Crime and fire prevention are critical components of Charlotte’s community safety strategy. Police officers and fire fighters build active partnerships with citizens and businesses to give everyone a stake in making Charlotte America’s safest community. The Police and Fire Departments are actively engaged in community education and in addressing the conditions that are enablers of crime and accidental fires. Both Police and Fire actively engage community youth with prevention programs that assist them in making positive life choices and help them to become productive citizens.

Charlotte’s Police and Fire Departments collaborate with each other and a variety of partners to leverage resources and address community priorities. Police partner with other federal, state and local law enforcement agencies to deal with crime problems such as gangs and drugs and work with other agencies in the local criminal justice system to take the worst offenders off Charlotte’s streets. The Fire Department collaborates with agencies throughout the region to ensure emergency preparedness for natural and man- made disasters.

The City of Charlotte supports the innovative use of technology in building a safe community. The Charlotte-Mecklenburg Police Department is recognized as a national leader in the use of technology to reduce crime and more efficiently deploy resources. Police and Fire are collaborating on the consolidation of their computer aided dispatch systems to enhance their efficiency in handling emergency calls.

The City’s community safety personnel are the most valuable and visible asset in both the Police and Fire Departments. Both departments strive to recruit and retain workforces that reflect the diversity of the community and inspire confidence through their skill, professionalism and their commitment to public service.

# Community Safety

## **I. CS. Focus Area Initiative: Reduce crime and life/property damage from fires**

- A. FY12 Measure: Crime rate per 100,000 population for FBI Uniform Crime Report Part One offense categories (Homicide, Rape, Robbery, Aggravated Assault, Burglary, Auto Theft, Larceny, and Arson)
  - 1. FY12 Target: 6% reduction in crime rate per 100,000 population
  - FY10 Target: 7% reduction in FBI Uniform crime rate per 100,000 population
  - FY10 Actual: 16.8% reduction in crime rate per 100,000 population
- B. FY12 Measure: Number of juvenile offenders on electronic monitoring
  - 1. FY12 Target: 40 juvenile offenders
- C. FY12 Measure: Percent of cases cleared by arson investigators
  - 1. FY12 Target: 36% cleared arson cases
- D. FY12 Measure: Percent of incidents where first arriving fire unit on-scene within 6 minutes or less of phone notification
  - 1. FY12 Target: 80%
  - FY10 Target: 80%
  - FY10 Actual: 80.23%

## **II. CS. Focus Area Initiative: Enhance citizen safety through crime and fire prevention activities and education**

- A. FY12 Measure: Survey ratings on citizen satisfaction with safety in their neighborhoods in May 2012
  - 1. FY12 Target: Ratings of 7 or above on a 10-point scale on questions related to citizen perception of safety
  - FY10 Target: Ratings of 7 or above on a 10 point scale on questions related to police services and citizen perception of safety
  - FY10 Actual: 7.5 on overall impression of police; 7.8 on courtesy; 8.1 on professionalism; 7.6 on integrity and honesty; 7.7 on safe in neighborhood
- B. FY12 Measure: Number of restructured Leadership Councils in Patrol Divisions
  - 1. FY12 Target: 13 Leadership Councils

- C. FY12 Measure: Percent of fire code inspections conducted within state mandated frequencies
  - 1. FY12 Target: 95% fire code inspections
  - FY10 Target: 85% fire code inspections
  - FY10 Actual: 88.4% fire code inspections

**III. CS. Focus Area Initiative: Build collaborations with partners that enhance Charlotte’s community safety initiatives**

- A. FY12 Measure: Reduction in national and international gangs operating in Charlotte-Mecklenburg
  - 1. FY12 Target: Work with other state and federal law enforcement agencies to make significant progress in dismantling one gang per year.
  - FY10 Target: Work with other state and federal law enforcement agencies to make significant progress in dismantling one gang per year
  - FY10 Actual: Cedar Green Kings dismantled
  
- B. FY12 Measure: Partner with other City agencies in addressing specific neighborhood issues that are enablers of crime
  - 1. FY12 Target: 75% of neighborhood issues in six selected patrol divisions successfully addressed
  
- C. FY12 Measure: Number of All Hazards Incident Command System Training Courses offered to partners in Charlotte’s UASI region
  - 1. FY12 Target: 5 training courses

**IV. CS. Focus Area Initiative: Utilize technology to enhance operational effectiveness and customer service**

- A. FY12 Measure: Consolidate the Fire and Police Computer Aided Dispatch (CAD) Systems
  - 1. FY12 Target: Consolidation complete by June 30, 2012

**V. CS. Focus Area Initiative: Develop recruitment strategies that attract diverse applicant pools to the Police and Fire Departments**

- A. FY12 Measure: Percentage of women and minorities in police officer applicant pool

- 1. FY12 Target: 20% of applicants who are females and minorities
- B. FY12 Measure: Percentage of women and minorities in firefighter applicant pool
- 1. FY12 Target: 25% of applicants who are females and minorities



## FY2012 Strategic Focus Area Plan

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

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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, Charlotte Regional Visitors Authority and the Charlotte Regional Partnership. Historically, these partnerships have resulted in a diversified local and regional economy, which requires public investment in public services and facilities and infrastructure. A healthy economy also requires a commitment to strengthen and grow existing businesses, small business enterprises, entrepreneurship, business corridors and adjacent neighborhoods. In order to foster effective economic development, we must coordinate the commitment from both the public and private sectors.

The City’s economic development strategy focuses on supporting small business development, promoting redevelopment in distressed business corridors to support adjacent neighborhoods, creating a more business-friendly government and focusing on community endorsed high-growth industry sectors that support our efforts to attract and retain businesses and jobs. *(Also see Environment, Housing & Neighborhood Development and Transportation & Planning Focus Area Plans for more economic development initiatives.)*

# Economic Development

## Promote Economic Opportunity

### I. ED. Focus Area Initiative: **Help grow small businesses in our community.**

- A. FY12 Measure: Implement the Small Business Strategic Plan, which includes the following major objectives:
- Build and strengthen a consortium of business resource partners
  - Develop a web portal with a recognizable brand and on-going marketing strategy
  - Provide information and resources that meet changing market needs
  - Promote partnerships that enable business owners to find capital
  - Increase opportunities for small businesses to expand sales locally
  - Develop partnerships to support high growth entrepreneurs
1. FY12 Target: 100% of initiatives underway; 50% complete
- B. FY12 Measure: Review the Small Business Opportunities Task Force recommendation on SBE Informal Goal Setting (including its relationship to federal DBE reporting requirements), and combine formal and informal opportunities
1. FY12 Target: Meet a combined formal & informal SBE Utilization Goal of 5%

## Expand Tax Base & Revenues

### II. ED. Focus Area Initiative: **Continue to focus on job and tax base growth in business corridors.**

- A. FY12 Measure: Revise and implement the City's Business Corridor Strategy, including an examination of the five priority corridors (North Tryon, Beatties Ford Road, Rozzelles Ferry Road, Wilkinson/Morehead and the Eastland area) along with the improvements planned for Independence Boulevard, which will include the following elements:
- Review of accomplishments
  - Review of current geography
  - Prioritization of goals, with a focus on image building for distressed corridors
  - Establishment of roles for the City and its partners.
  - Workforce development, including training and employment for youth in adjacent neighborhoods
  - Input from business owners, community leaders and developers

- Benchmarking of similar programs in peer cities

- 1. FY12 Target: Adopt a new Business Corridor Strategy and implement 50% of recommendations

\* Cross reference H&ND Focus Area Initiative 2 regarding leveraging business corridor funds at 1:10 public/private ratio.

**Develop Collaborative Solutions**

**III. ED. Focus Area Initiative: Focus on continuous improvement within the permitting and regulatory environment to facilitate job and tax base growth and to improve the customer experience.**

- A. FY12 Measure: Achieve greater collaboration among the City, County and NCDOT to shorten the time it takes and make it easier to obtain regulatory approvals, including, but not limited to certificates of occupancy

- 1. FY12 Target: Elimination of system barriers, conflicts and impediments in the application of regulations

- B. FY12 Measure: Average number of reviews on all land development permitting submissions

- 1. FY12 Target: Average  $\leq 2.5$  reviews on all plans submitted for FY12

**IV. ED. Focus Area Initiative: Work with economic development partners to grow and retain businesses in the community's targeted industry sectors of energy & environment, finance, health care, manufacturing, defense, motorsports, tourism, film and international firms.**

- A. FY12 Measure: Design and implement a strategy to introduce local businesses into supplier relationships with large and mid-size businesses

- 1. FY12 Target: Establish a methodology for measuring the dollar value of goods and services sourced locally rather than from outside the region and make at least 10 business-to-business supplier connections that result in sales of goods and/or services

- B. FY12 Measure: Work with tourism partners to develop a plan for growing amateur sports in the Charlotte Region

- 1. FY12 Target: Develop a new public/private model for adding amateur sports facilities in the Region



## FY2012 Strategic Focus Area Plan

“Charlotte will become a national leader in environmental and energy sustainability, preserving our natural resources while balancing growth with sound fiscal policy.”

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

Charlotte will become a national leader in environmental sustainability by:

- Promoting and participating in the development of an environmentally sustainable community;
- Leading by example by practicing environmental stewardship in City operations and facilities;
- Seeking and supporting collaborative and regional solutions to environmental problems;
- Facilitating the growth of the clean energy industry, including the alternative energy sector.

As illustrated in the graphic below, the Environmental Focus Area is interrelated to all of City Council’s other focus areas.



Specific initiatives in Economic Development and Transportation Focus Area Plan relate directly to Charlotte’s environmental goals. These FAPs include initiatives for growing jobs in the energy sector, land-use planning, and increased use of transit and other transportation choices.



# Environment

## **I. ENV Focus Area Initiative: PROMOTE AND PARTICIPATE IN THE DEVELOPMENT OF A SUSTAINABLE COMMUNITY**

- A. FY12 Measure:** Increase awareness of the environment as a priority for the community
  - 1. FY12 Target:** Explore hosting a sustainability expo/conference and other educational opportunities in conjunction with and funded by other partners.
  - 2. FY12 Target:** Increase the exposure of the Power2Charlotte, CurbIt recycling campaign, and other educational/outreach efforts in coordination with other partners.
  - 3. FY12 Target:** Implement the nine (9) Energy Efficiency and Conservation Block Grant projects that are catalyst projects or promote energy investments in revitalization areas, and the Neighborhood Energy Challenge.
  - 4. FY12 Target:** Collect baseline data on environmental variables in preparation for adding those variables to the biennial Quality of Life study.
  - 5. FY12 Target:** Increase access to local foods by: initiating a fresh foods text amendment; encouraging the development of community gardens through Neighborhood Matching Grants program, and collaboration with other partners.
- B. FY12 Measure:** Make wise decisions regarding growth and development that are consistent with adopted plans and policies (including the GDP-Environment) and minimize negative environmental impacts of land use and development.
  - 1. FY12 Target:** Ninety-five percent (95%) of rezoning decisions consistent with adopted area plans and/or staff recommendations.
  - 2. FY12 Target:** Eighty percent (80%) of approved rezonings incorporate environmentally sensitive site design components (Implementation of GDP-Environment)
- C. FY12 Measure:** Responsibly manage Charlotte's natural resources including the tree canopy, streams, ponds, and wetlands.
  - 1. FY12 Target:** Implement the City's Tree Canopy Investment Strategy and measure the effectiveness of the Tree Ordinance and the Tree Planting Programs in meeting the tree canopy goal.
  - 2. FY12 Target:** Keep 100% of stream mitigation investment local by utilizing City's Stream Mitigation Bank, the first municipally-managed mitigation bank in the nation, rather than the state-managed bank, whenever public project remediation is required.

**D. FY12 Measure:** In support of State of North Carolina and City recycling goals, increase single family and multi-family recycling participation.

**1. FY12 Target:** Achieve a 30% increase in tonnage of recycled materials over FY10 baseline data.

**II. ENV Focus Area Initiative: LEAD BY EXAMPLE BY PRACTICING ENVIRONMENTAL STEWARDSHIP IN CITY OPERATIONS AND FACILITIES**

**A. FY12 Measure:** Reduce greenhouse gas emissions from City facilities and operations.

**1. FY12 Target:** Adopt a greenhouse gas action plan by June 2011 and begin implementation in FY2012

**2. FY12 Target:** Complete seven (7) of the Energy Efficiency and Conservation Block Grant projects designed to improve efficiency of City facilities.

**B. FY12 Measure:** Demonstrate environmental sustainability in the management of the City's vehicle fleet.

**FY12 Target:** Achieve 4.3 mpg across CATS Bus Operations fleet vehicles, by continuing acquisition of and maximizing the use of fuel efficient and hybrid vehicles, maintaining and monitoring idling practices, continuing to control vehicle speed through governor settings, use of battery power for vehicle maintenance when feasible, and continued use of ultra low sulfur diesel fuel

**FY12 Target:** Improve the efficiency of the overall City fleet from 2011 levels by purchasing alternative fuel vehicles as funding allows in accordance with the fleet management policy, purchasing smaller vehicles that meet operational requirements, and by seeking grant funding to outfit current vehicles with emissions reducing technology.

**C. FY12 Measure:** Demonstrate environmental sustainability in the design, construction, and operation of City facilities.

**1. FY12 Target:** Prepare annual report on the implementation of the Policy for Sustainable Facilities, reporting project decisions, common facility metrics, and recommended policy adjustments.

**2. FY12 Target:** Per Clean Water Act requirements, develop and begin implementing plans for stormwater best practices for priority field operations by June 2012.

**3. FY12 Target:** One-hundred percent (100%) compliance with National Pollutant Discharge Elimination System permit requirement for all five wastewater plants.

**4. FY12 Target:** Divert 70% of materials from Charlotte Douglas Airport's waste stream via a new airport recycling center.

**D. FY12 Measure:** Implement environmentally-conscious practices in the acquisition and disposition of City resources.

**1. FY12 Target:** Conduct first year review of the effectiveness of Environmentally Preferable Purchasing Policy by December 2012 and collect baseline info so that specific improvement target may be set in the future.

**E. FY12 Measure:** Identify and advance renewable energy projects leveraging City resources.

**1. FY12 Target:** Implement the initial construction of a Combined Heat and Power project at McAlpine Wastewater Management Facility by June 2012.

**2. FY12 Target:** Develop and implement a solar energy pilot project on CATS-owned bus canopies by June 2012.

**F. FY12 Measure:** Increase awareness of the environment as a priority for the City

**1. FY12 Target:** Communicate the City's environmental successes and the other ways the City is "leading by example."

**III. ENV Focus Area Initiative: SEEK AND SUPPORT COLLABORATIVE AND REGIONAL SOLUTIONS TO ENVIRONMENTAL PROBLEMS**

**A. FY12 Measure:** Collaborate and participate in public and private sector partnership's environment and visioning initiatives.

**1. FY12 Target:** Collaborate with City's Energy Partners and other agencies to leverage resources and enhance the impact of cooperative projects.

**2. FY12 Target:** Identify opportunities to participate in/pursue the development of a coordinated sustainability plan for the community with Charlotte Center City Partners and other partners

**B. FY12 Measure:** Lead and support efforts to improve Charlotte and regional air quality by promoting long-term reduction in ozone causing emissions.

**1. FY12 Target:** Implement projects and partnerships with business/management organizations to increase travel by alternative modes to/from/within two mixed-use activity centers by June 2012.

**2. FY12 Target:** Continue collaboration and participation with COG's CONNECT Regional Air Quality Work Team, the Regional Air Quality Board and Clean Air Works, the Mecklenburg County Division of Air

Quality and the State of NC Division of Air Quality to implement strategies to improve air quality.

**C. FY12 Measure:** Continue a leadership role in regional water resources planning

**1. FY12 Target:** Utilities staff to continue participation in regional Water Management Group and be actively involved with committee work.

**IV. ENV Focus Area Initiative: FACILITATE THE GROWTH OF THE CLEAN ENERGY INDUSTRY, INCLUDING THE ALTERNATIVE ENERGY SECTOR**

**A. FY12 Measure:** Work with partners through the Charlotte Regional Partnership's Energy Capital Project to attract and grow the clean energy industry sectors in Charlotte

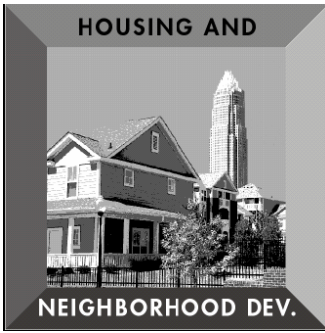
**1. FY12 Target:** Develop a clean energy strategy by January, 2012 with a particular focus on assisting small businesses.

**B. FY12 Measure:** Improve the regulatory environment by clarifying and enhancing City ordinances that facilitate environmentally and energy sustainable practices.

**1. FY12 Target:** Initiate alternative energy text amendments to better define and provide guidance for environmental land uses by June 2012.

**C. FY12 Measure:** Take a leadership role in changes to policy at the state and federal level

**1. FY12 Target:** Support energy related legislation that would enhance and solidify Charlotte's emergence as an energy center in the United States.



## FY2012 Strategic Focus Area Plan

“Creating and sustaining communities of choice for living, working and recreation.”

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The City of Charlotte’s long-term health, vitality, and distinction as a competitive city is predicated upon its ability to utilize national and local best practices to create and sustain communities of choice for living, working and recreation.

The City’s housing and neighborhood strategy focuses on creating and sustaining communities by creating places where people and businesses are safe, where civic infrastructure supports neighborhood quality of life and business success, where families have access to quality education, jobs, and services and the environment is preserved and strengthened. *(Also see Community Safety, Economic Development, Environment, and Transportation & Planning Focus Area Plans for more housing and neighborhood development initiatives)*

# Housing and Neighborhood Development

## Invest in Infrastructure

### **I. H&ND. Focus Area Initiative: Create healthy and vibrant neighborhoods by improving and implementing quality physical infrastructure**

- A. FY12 Measure: Complete ninety percent of voter approved bond  
Neighborhood Infrastructure and Business Corridor) projects on schedule or as forecasted.
- 1. FY12 Target: Neighborhood Improvement Projects  
Belmont Plan – Gateways  
Lincoln Heights  
York/Cama NIP
- 2. FY13 Target: Neighborhood Improvement Projects  
Colonial Village/Sedgefield  
Delta Lake  
Eastway – Sheffield  
Enderley Park  
Farm Pond  
Finchley Purser/Shamrock Hills  
Grove Park  
McCrorey Heights  
Revolution Park  
  
Business Corridor Projects  
Beatties Ford Road  
Commonwealth/The Plaza

## Promote Economic Development

### **II. H&ND. Focus Area Initiative: Strengthen opportunities for public and private partnerships to encourage the integration of education, recreation, employment and housing resources in identified redevelopment areas.**

- A. FY12 Measure: Achieve a leverage ratio within the corridor of 1:10 for business corridor funds.
- 1. FY12 Target: Three projects

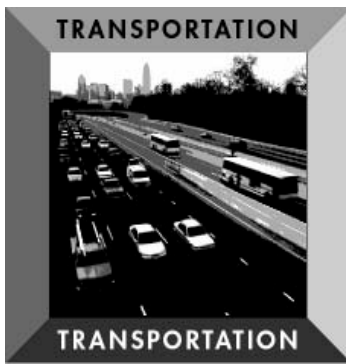
## Strengthen Neighborhoods

### **III. H&ND. Focus Area Initiative: Develop and recommend policies that will assist with increasing the supply of affordable housing**

- A. FY12 Measure: Develop and Revise policies
- 1. FY12 Target: Assisted Multi-Family Housing at Transit Station  
Locational Policy for Transit Stations, Impact of Regulatory Ordinance on Affordable Housing, and Housing Trust Fund Guidelines

**IV. H&ND. Focus Area Initiative: Redesign the QOL study to more accurately reflect the City's neighborhood conditions.**

- B. FY12 Measure: Completion of the 2012 Quality of Life
- 1. FY12 Target: Complete redesign of the report
- 2. FY12 Target: Release the new report using new metrics



## FY2012 Strategic Focus Area Plan

“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. The City of Charlotte takes a proactive approach to land use and transportation planning, and the three major documents that provide the context for the Transportation Focus Area Plan are the *Centers, Corridors and Wedges Growth Framework*, the *Transportation Action Plan* and the *2030 Transit Corridor System Plan*.

The ***Centers, Corridors and Wedges Growth Framework (CCW)*** establishes a vision for future growth and development for Charlotte by: 1) identifying three geographic types used to categorize land in Charlotte and its “sphere of influence” - Activity Centers, Growth Corridors and Wedges; and 2) outlining the desired characteristics of each of these geographies. Much of Charlotte’s future moderate to higher intensity development (70% of new multi-family and 75% of employment) is targeted within Growth Corridors and in Activity Centers. Lower to medium density residential and services supporting neighborhoods is targeted for the areas between the Growth Corridors, referred to as Wedges. This will help maximize existing infrastructure and services, particularly those related to transportation. While the *Centers, Corridors and Wedges Growth Framework* provides an overall vision for future growth and development, more specific direction, especially for integrating land use and transportation at the neighborhood level, continues to be provided in area plans and other policy documents.

The ***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.

The ***2030 Transit Corridor System Plan*** is another cornerstone of integrating transportation and land use. The LYNX Blue line exceeded opening year ridership projections with over 16,000 trips per weekday. Building on this success, preliminary engineering is being advanced on the LYNX Blue Line Extension (BLE), the LYNX Red line (North Corridor Commuter Rail) and the cross-town Streetcar.

Charlotte and the surrounding region will continue to grow rapidly, making the implementation of new transportation strategies even more imperative. These strategies are particularly important now, given the State’s transportation revenue shortfalls and backlog of important transportation projects. The City is committed to identifying and prioritizing transportation strategies that ensure the City’s long-term viability and to seek ways to secure adequate funding to implement improvements along state and local transportation corridors. These include 1) taking steps to improve the equity share formula used for state transportation funding and pursuing federal transportation reauthorization opportunities to enhance federal funding directly to urban areas, 2) finding ways to reach and maintain air quality attainment, thereby preserving valuable federal funding for necessary transportation improvements, and 3) consider the goals and recommendations of the Committee of 21.



# Transportation

## Develop Collaborative Solutions

**I. TRAN. Focus Area Initiative: In order to enhance multi-modal mobility, environmental quality and long-term sustainability, collaborate with local and regional partners on land use, transportation and air quality strategies and projects.**

- A. FY12 Measure: Annual hours of congestion per traveler, as measured by Texas Transportation Institute, for the Charlotte Urban Area compared to top 25 cities
1. FY12 Target\*: Percentage change in annual hours of delay per traveler in Charlotte will be less than the 5-year average percent change for the top 25 cities in the nation
- FY10 Actual: Charlotte's 5-year average delay per peak traveler decreased 2.1% while top 25 congested urban areas delay per peak traveler increased .5%
- B. FY12 Measure: Increase the % of City population within ¼ mile of parks, schools, shopping, and transit greater than the 2004 baseline
1. FY12 Target: Increase the % of population within ¼ mile of parks above 16.9%
- FY10 Target: 16.9%
- FY 10 Actual: 16.0%
2. FY12 Target: Increase the % of population within ¼ mile of schools above 13%
- FY10 Target: 13%
- FY 10 Actual: 12.7%
3. FY12 Target: Increase the % of population within ¼ mile of shopping above 45.6%
- FY10 Target: 45.6%
- FY 10 Actual: 52.2%
4. FY12 Target: Increase the % of population within ¼ mile of transit above 63.5%
- FY10 Target: 63.5%
- FY 10 Actual: 55.1%
- C. FY12 Measure: Along with MUMPO and the Centralina Council of Governments, the City will work with other jurisdictions in the region to evaluate the Regional Transportation Planning Study to assess its recommendations and to determine how, or if, they should be implemented
1. FY12 Target: Complete work by June 2012

\* The City will track congestion levels/annual hours of delay per traveler for the top 25 cities in the United States as reported by the Texas Transportation Institute and annually compare them against Charlotte congestion levels.

## Provide Transportation Choices

### II. TRAN. Focus Area Initiative: **Prioritize, design, construct, and maintain convenient and efficient transportation facilities to improve safety, neighborhood livability, promote transportation choices, and meet land use objectives, and make progress on a plan to reach a pavement survey rating of 90 over 5 years**

- A. FY12 Measure: Improve the pavement condition survey rating over the previous survey
1. FY12 Target: Prior year data expected in March 2011
  - FY10 Target: 82.0
  - FY10 Actual: Data expected in March 2011
- B. FY12 Measure: Accelerate and Implement the 2030 Transit Corridor System Plan as conditions allow
1. FY12 Target: Advance key tasks of the LYNX Red Line (North Corridor) Work Plan by June 30, 2012 (CATS)
  2. FY12 Target: Complete Project Design and begin Construction of the 1 ½ mile Streetcar Starter Project within 18 months of receipt of the FTA Urban Circulator Grant funds (Engineering) (CATS)
  3. FY12 Target: Streetcar service within 3 ½ years of receipt of the FTA Urban Circulator Grant funds (Engineering) (CATS)
  4. FY12 Target: Complete the Final Environmental Impact Statement for the LYNX BLE by June 30, 2012 (CATS)
- C. FY12 Measure: Achieve 5 of 6 targets supporting this initiative
1. FY12 Target: In light of the current economic environment, restructure current transit service levels to achieve a 3% ridership increase.  
FY10 Target: 4% increase  
FY10 Actual: 6.5% decrease
  2. FY12 Target: Complete a minimum of 10 miles each of new sidewalk and new bikeways annually  
FY10 Target: 10 miles of new sidewalk and bikeways  
FY10 Actual: 14.6 miles of sidewalk and 22 miles of bikeways completed
  3. FY12 Target: 90% of transportation bond road projects completed or forecast to be completed on schedule  
FY10 Target: 90% of bond projects completed on schedule  
FY10 Actual: 90% of bond projects completed on schedule

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|-----------------|---|
| 4. FY12 Target: | Monitor crashes annually and identify, analyze and investigate hazardous locations concentrating on patterns of correctable crashes. In addition, seek to decrease vehicle accidents per mile traveled below prior year |
| FY10 Target:    | Decrease vehicular accidents below previous year  |
| FY10 Actual:    | Vehicular accidents per mile (14.6% decrease)   |
| 5. FY12 Target: | Maintain a citywide annual average intersection crash rate less than 2 crashes per million entering vehicles  |
| FY10 Target:    | Maintain a citywide annual average intersection crash rate less than 2 crashes per million entering vehicles  |
| FY10 Actual:    | .82 crashes per million entering vehicles.  |
| 6. FY12 Target: | Track increase in bicycle usage over previous year  |
| FY10 Target:    | Not available, this was a new target for FY11   |
| FY 10 Actual:   | Not available, this was a new target for FY11   |

**Enhance Customer Service**

**III. TRAN. Focus Area Initiative: Communicate land use and transportation objectives as outlined in the Transportation Action Plan (TAP)**

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| A. FY12 Measure: | The City will continue to convey transportation and land use information through a variety of methods.   |
| 1. FY12 Target:  | Complete and present TAP Annual Report to the City Council by January 2012   |
| 2. FY12 Target:  | The City will conduct a bi-annual survey, to benchmark existing community awareness of the City's transportation plans and growth framework by December 2011         |
| FY10 Target:     | December 2009  |
| FY10 Actual:     | December 2009  |
| 3. FY12 Target:  | The City will work with its regional partners to produce a work plan, schedule and initiate the update of the MUMPO 2035 Long Range Transportation Plan by July 2012 |
| FY10 Target:     | Update MUMPO 2035 Long Range Transportation Plan by March 2010   |
| FY10 Actual:     | The Long Range Transportation Plan was approved by MUMPO and found to be conforming to air quality standards on March 24, 2010                                       |

**Expand Tax Base & Revenues**

**IV. TRAN. Focus Area Initiative: Seek financial resources, external grants, and funding partnerships necessary to implement transportation programs and services**

- A. FY12 Measure: Prepare a 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
1. FY12 Target: December 2011  
FY10 Target: December 2009  
FY10 Actual: December 2009
- B. FY12 Measure: City Council, in partnership with the County and the Charlotte Chamber of Commerce, will continue to consider the Transportation Task Force Committee of 21's funding and process recommendations to the legislature as needed for implementation.
1. FY12 Target: December 2011  
FY10 Target: December 2009  
FY10 Actual: December 2009
- C. FY12 Measure: Monitor federal transportation reauthorization legislation and identify opportunities to increase and steer federal transportation funding directly to urban areas
1. FY12 Target: December 2011  
FY10 Target: December 2009  
FY10 Actual: December 2009