



FY2013 Strategic Focus Area Plan

“Charlotte will be America’s safest community.”

Community Safety is one of the major priorities for the City of Charlotte. The City’s approach to building a safe community is focused on reducing crime and the loss of life and property resulting from fires. The Charlotte-Mecklenburg Police Department takes a neighborhood-based approach to crime reduction with an emphasis on collaborative partnerships with citizens and other service providers to address crime and the conditions that enable it. The Charlotte Fire Department takes a proactive approach to fire prevention through education programs, fire code inspections, and aggressive investigation of arson incidents. Both Police and Fire are served by highly motivated professional work forces that are reflective of the communities they serve. Police and Fire personnel are provided updated training, equipment and technology that enables them to provide quality services to the citizens of Charlotte.

Focus Area Initiative	Measure	FY2011 Actual	FY2013 Target
Reduce crime and life/property damages from fires	Number of FBI UCR Part One Crimes and rate of UCR Part One Crimes per 100,000 population	5.2% reduction in rate per 100,000 population	6% reduction in number of UCR Part One reported crimes and 6% reduction in UCR Part One crime rates per 100,000 population
	Percent of arson cases cleared by investigators	45.7%	36% clearance rate
	Percent of incidents where first fire unit arrives on scene within six minutes or less of 911 call	83.2%	80%
Enhance citizen perception of safety through citizen partnerships and crime and fire prevention and education activities	Survey ratings on citizen satisfaction with police and their safety in neighborhoods in spring 2013	7.6-overall impression of CMPD; 7.9-courtesy; 8.0-professional; 8.2-safe in neighborhood	Ratings of 7% or above on 10 point scale
	Percent of fire code inspections conducted within state mandated frequencies	100%	95%
Develop recruitment strategies that attract diverse applicant pools to the Police and Fire Departments	Percentage of women and minorities in police officer and firefighter applicant pools	New for FY12	20% of police officer applicants
		New for FY12	20% of firefighter applicants

Focus Area Initiative	Measure	FY2011 Actual	FY2013 Target
Build collaborations with partners that enhance community safety initiatives	Reduction in gangs operating in Charlotte-Mecklenburg	730 Murder Mob disbanded	Work with other state and federal law enforcement agencies to make significant progress in dismantling one gang per year
	Partner with other City agencies in addressing specific neighborhood issues that are enablers of crime	New for FY12	25 neighborhood projects that impact enablers of crime will be successfully addressed with reductions in calls for service and/or reported crime
	Partner with other City, County, state, federal and private agencies in planning and preparedness efforts for radiological, natural, and man-made disasters	8 exercises	6 exercises or training courses
	Leverage infrastructure improvements associated with the DNC for public safety initiatives	New for FY13	Include legacy infrastructure in public safety initiatives



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“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, Charlotte Regional Visitors Authority, Charlotte Regional Partnership and Charlotte-Mecklenburg Development Corporation. 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.

Focus Area Initiative	Measure	FY2011 Actual	FY2013 Target
Help grow small businesses in our community	Update the City’s Small Business Strategic Plan to include the following: <ul style="list-style-type: none"> • Potential Phase 2 enhancements to the small business web portal; • A review of the City’s small business loan programs; • An analysis of the support system for entrepreneurs; • Innovative partnerships to help small businesses to expand sales locally; • Initiatives to strengthen the existing consortium of community resource partners 	New Target in FY13	Plan update adopted by Council and 50% of initiatives underway
	Achieve an increasing percentage SBE utilization through combined formal and informal opportunities.	New Target in FY12	Meet a combined formal & informal SBE Utilization Goal of 5%.
Focus on continuous improvement within the permitting and regulatory environment to facilitate job and tax base growth and to improve the customer experience.	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.	New Target in FY12	Eliminate system barriers, conflicts and impediments in the application of regulations.
	Average number of reviews on all land development permitting submissions.	New Target in FY12	Average ≤ 2.5 reviews on all plans submitted for FY13.

Focus Area Initiative	Measure	FY2011 Actual	FY2013 Target
Continue to focus on job and tax base growth in business corridors.	<p>Along with community partners, implement the City's 2012 update to the Business Corridor Strategy which includes the following:</p> <ul style="list-style-type: none"> • Expanding the utilization of Business Corridor Funds to all commercial areas within the Business Corridor Revitalization Area; • Increasing utilization and effectiveness of matching grant programs; • Exploring a new relationship with the Charlotte Mecklenburg Development Corporation (CMDC) to increase redevelopment opportunities. • Exploring ways to encourage the development and growth of merchant associations. • Evaluating a retail market assessment to help attract the right retail mix to underserved areas. • Conducting parking demand analyses, as warranted, to understand City's role in creating public parking to assist retailers and small businesses. 	New Target in FY13	100% of recommendations underway; 50% complete by year end.
<p>Work with economic development partners to grow and retain businesses in the community's targeted industry sectors of:</p> <ul style="list-style-type: none"> • Energy/ Environment • Finance • Health care • Manufacturing • Defense • Motorsports • Tourism • Film • International firms 	Work with recipients of Business Investment Grants to encourage the use of local suppliers and target gaps in the supply chain as either business expansion opportunities for local companies or prospects for recruitment.	New Target in FY13	Complete supply chain opportunity assessment with 50% of grant recipients by year end.
	Work with tourism partners to develop a plan for growing sports in the Charlotte Region.	New Target in FY12	Develop a new public/private model for adding amateur sports facilities in the Region. Attract sports and sporting events to the City.
	Leverage the Democratic National Convention (DNC) with our partners to: 1) attract corporate relocations to Charlotte; 2) grow customers for existing Charlotte businesses; and 3) promote the future location of consulate offices in Charlotte.	New Target in FY13	Catalogue, follow up and pursue the contacts gained from the DNC (via the Chamber, City and Charlotte Regional Partnership).



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“Charlotte will become a national leader in environmental 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.

Specific initiatives in the Economic Development and Transportation Focus Area Plans (FAP) relate directly to Charlotte’s environmental goals. The Economic Development FAP includes an initiative to grow and retain businesses in several industry sectors, including the energy/environmental sector. The Transportation FAP includes an initiative for enhancing multi-modal mobility, with measures such as reducing vehicle miles travelled and increasing access to public transit.

Focus Area Initiative	Measure	FY2011 Actual	FY2013 Target
Promote and participate in the development of a sustainable community	Make land use decisions consistent with adopted plans and policies	95.2%	Make 95% rezoning decisions consistent with area plans and/or staff recommendations, which incorporate environmentally sensitive site design components
	Reduce residential waste	New Target in FY2013	Increase the landfill diversion rate from 25% to 35% by 2015
	Maintain a significant and healthy tree canopy	New Target in FY2013	Refine and implement strategies to achieve 50% tree canopy coverage by 2050

Focus Area Initiative	Measure	FY2011 Actual	FY2013 Target
Promote and participate in the development of a sustainable community	Maintain a safe and adequate drinking water supply for the community	Achieved	Continue a leadership role in regional water resources planning by working with the Catawba-Wateree Management Group to complete Phase 2 of the Basin-wide water plan
	Continue the positive trend in community reductions of emissions that result in ozone	New Target in FY2013	Realize reduced three-year average ozone readings at monitors used for air quality attainment purposes
	Reduce impacts to air, water, waste, energy and trees through community engagement	New Target in FY2013	Determine baseline conditions using the Green Neighborhood Assessment Tool in order to establish community goals for environmental sustainability
Lead by example by practicing environmental stewardship in city operations and facilities	Reduce energy use	Achieved	Maintain energy use practices so that City facilities compare favorably with available benchmark information in the South Atlantic region
	Reduce stormwater pollution	New Target in FY2013	Develop and implement plans for stormwater management practices
	Reduce air pollution emissions and improve fuel economy for the City's fleet	New Target in FY2013	Continue to evaluate and field test alternative fuel vehicles for potential expansion in the fleet
Seek and support collaborative and regional solutions to environmental problems	Collaborate and participate in public and private sector partnerships to positively impact air quality, energy efficiency, water resources and reduction of waste	Achieved	Continue work with partners such as CONNECT Consortium, Envision Charlotte and public and private entities
	Leverage increased public/private partnership opportunities in support of the Democratic National Convention	New Target in FY2013	Include legacy infrastructure in City's energy and environmental initiatives
Facilitate the growth of the clean energy industry, including the alternative energy sector	Work with partners through the Charlotte Regional Partnership's Energy Capital Project to attract and grow the clean energy industry sectors in Charlotte	New Target in FY2013	Participate on the Industry Advisory Board to further goals of the City and New Energy Capital



FY2013 Strategic Focus Area Plan

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

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.

Focus Area Initiative	Measure	FY2011 Actual	FY2013 Target
Create healthy and vibrant neighborhoods by improving and implementing quality physical infrastructure	Complete ninety percent voter approved bond Neighborhood Infrastructure and Business Corridor projects on schedule or as forecasted	N/A	Review and ensure 90% of projects are completed or are on schedule to be complete
Strengthen opportunities for public and private partnerships to encourage the integration of education, recreation, employment and housing resources in identified redevelopment areas	Achieve a leverage ratio within the corridor of 1:10 for business corridor funds	1:10	1:10
	Leverage increased community safety partnership opportunities in support of the Democratic National Convention	N/A	Seek new partnerships in FY2013
Develop and recommend policies that will assist with increasing the supply of affordable housing	Develop and revise policies	Council approved a revised Housing Locational Policy	Review and revise the Assisted Multi-Family Housing at Transit Station Policy for Transit Stations, Incentive Based Inclusionary housing, and Impact of Regulatory Ordinance on Affordable Housing
Redesign the Quality of Life (QOL) Study to more accurately reflect the City's neighborhood conditions	Completion of the 2012 QOL	Completed redesign of the QOL report	Release the newly designed QOL report



FY2013 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. This can be seen in the *Centers, Corridors and Wedges Growth Framework*, the *Transportation Action Plan* and the *2030 Transit Corridor System Plan* that provide the context for the Transportation Focus Area Plan.

The City’s strategy focuses on integrating land use and transportation choices for motorists, transit users, bicyclists and pedestrians. A combination of sound land use planning and continued transportation investment will be necessary to accommodate Charlotte’s growth, enhance quality of life and support the City’s efforts to attract and retain businesses and jobs.

Focus Area Initiative	Measure	FY2011 Actual	FY2013 Target
Enhance multi-modal mobility, environmental quality and long-term sustainability	Reduce annual hours of congestion per traveler, as measured by Texas Transportation Institute, for the Charlotte Urban Area compared to top 25 cities	.8% increase Top 25: .7%	Any increase will be less than 5-year average of top 25 cities
	Vehicle Miles Travelled (VMT) per capita (New measure for 2013)	TBD – New Measure	Reduce VMT from prior year
	Accelerate implementation of 2030 Transit Corridor System Plan as conditions allow: <ol style="list-style-type: none"> 1. LYNX BLE 2. Street Car 3. Transit Ridership 	DEIS Complete PE Complete 2.2%	<ol style="list-style-type: none"> 1. Full Funding Grant Agreement by 12/31/12 2. Begin construction on Starter Streetcar Project by 3/15/13 3. Maintain ridership at prior year level
Promote transportation choices, land use objectives, and transportation investments that improve safety, promote sustainability and livability	Increase the % of City population within ¼ mile of parks, schools, shopping, and transit greater than the 2004 baseline	16.5% 12.5% 52.3% 56.1%	Parks: >16.9% Schools: >13.0% Shopping: >45.6% Transit: >63.5%
	Review and strengthen relationship between transportation infrastructure and economic development in the City’s Capital Investment Plan	New Measure	Include targeted investments in the 5-Year CIP
	Pavement Condition Survey Rating	88	Achieve Survey Rating of 90
	Miles of new sidewalks and new bikeways constructed annually	18.8 sidewalk 11.1 Bikeway	10 miles new sidewalk 10 miles new bikeways

Focus Area Initiative	Measure	FY2011 Actual	FY2013 Target
Promote transportation choices, land use objectives, and transportation investments that improve safety, promote sustainability and livability (Continued)	% of transportation bond road projects completed or forecast to be completed on schedule	79%	90% or better
	Decrease vehicle accidents per mile traveled by monitoring crashes annually and identifying, analyzing and investigating hazardous locations and concentrating on patterns of correctable crashes	-23.5%	Decrease below prior year
Communicate land use and transportation objectives as outlined in the Transportation Action Plan (TAP)	Complete and present TAP Annual Report to the City Council	Met	By January 2013
	The City will work with MUMPO to initiate the 2040 Long Range Transportation Plan	N/A	By September 2012
Seek financial resources, external grants, and funding partnerships necessary to implement transportation programs and services	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	N/A	By December 2012
	Leverage increased transportation partnership opportunities in support of the Democratic National Convention, including a possible bike-share program	N/A	Seek new partnerships in FY2013