

Mayor Dan Clodfelter **Mayor Pro Tem Michael D. Barnes**

Al Austin
John Autry
Ed Driggs
Claire Fallon
David L. Howard

Patsy Kinsey
Vi Lyles
LaWana Mayfield
Greg Phipps
Kenny Smith

CITY COUNCIL MEETING

Monday, April 6, 2015

Room 267

5:00 p.m.

Dinner

5:15 p.m.

Draft FY2016 Council Focus Area Plan Discussion

- Introduction of topic by City Manager
- Introduction of each draft FY2016 Focus Area Plan by Committee Chairs
 - Housing & Neighborhood Development
 - Economic Development & Global Competitiveness
 - Community Safety
 - Transportation & Planning
 - Environment
- Discussion of draft FY2016 Focus Area Plans by full Council
 - Is there anything missing?
 - Is there anything we shouldn't be doing?

Adjourn

COUNCIL WORKSHOP AGENDA ITEM SUMMARY

TOPIC: Draft FY2016 Council Focus Area Discussion

COUNCIL FOCUS AREA: All

RESOURCES: Patsy Kinsey, Housing & Neighborhood Development (Chair)
Vi Lyles, Economic Development & Global Competitiveness (Vice Chair)
Claire Fallon, Community Safety (Chair)
Vi Lyles, Transportation & Planning (Chair)
John Autry, Environment (Chair)

KEY POINTS:

- The Council Focus Area Committees have begun reviewing the FY2015 Focus Area Plans and discussing proposed updates for FY2016
- Each of the draft FY2016 Focus Area Plans is in different stages of review
- Today's discussion is intended to give all Council members the opportunity to review and provide feedback on each of the draft FY2016 Focus Area Plans
- The Committee Chairs will provide an overview of the Committee's proposed updates for FY2016
- Council members will be asked to consider:
 - Is there anything missing?
 - Is there anything we shouldn't be doing?

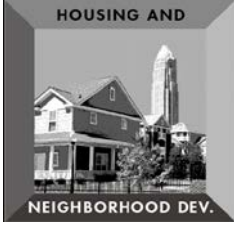
COUNCIL DECISION OR DIRECTION REQUESTED:

Full adoption of all five FY2016 Focus Area Plans is currently anticipated for the April 27th Council Business Meeting.

ATTACHMENTS:

FY2015 Adopted Focus Area Plans
Current Version of Committees' Draft FY2016 Focus Area Plans

FY201) 58CDH98



Housing & Neighborhood Development FY2015 Strategic Focus Area Plan

“The City of Charlotte will create and sustain distinct and diverse neighborhoods for residents of all ages.”

The City’s long-term health and vitality are dependent on a built environment offering diverse housing options, vibrant commercial corridors, and access to safe public amenities.

The City’s housing and neighborhood strategy focuses on creating and preserving neighborhoods and amenities that allow people to reach their full potential by creating places where:

- People and businesses are safe,
- Civic infrastructure supports neighborhood quality of life, and
- Families have access to quality affordable housing, education, jobs, and services.

FY2015 Initiatives	Key Indicators
Create and preserve healthy, vibrant, and distinct neighborhoods through holistic revitalization strategies and practices.	<ul style="list-style-type: none"> • Increased voluntary compliances of documented nuisance cases • Engaged and assisted neighborhoods in developing strategic plans during annual neighborhood board retreats, as a component of the City’s overall community engagement strategy • Began implementing the Comprehensive Neighborhood Improvement Program as outlined in the Community Investment Plan
Facilitate public/private partnerships, which integrate education, recreation, employment, and housing resources in identified Community Investment Plan redevelopment areas.	<ul style="list-style-type: none"> • Began planning and implementation of the 2014 Community Investment Plan projects • Leveraged public/private investments within the business corridors through the use of the Community Investment Plan and Business Corridor funds • Engaged organizations to provide apprenticeships, mentoring relationships, and work experiences
Implement policies to assist with geographically dispersing and increasing the supply of diverse housing throughout the City.	<ul style="list-style-type: none"> • Increased number of developer inquiries and approvals for the new voluntary single and multi-family density bonus programs • Allocated Housing Trust Fund dollars to developments consistent with Housing Policy goals • Continued implementation of the Ten-Year Plan to End and Prevent Homelessness initiatives
Utilize the Quality of Life Study data to inform strategic neighborhood investments.	<ul style="list-style-type: none"> • Used the Quality of Life data to: <ul style="list-style-type: none"> - Assess Neighborhood Profile Areas, - Enhance and develop programs in partnership with neighborhoods and community organizations, and - Develop a comprehensive Neighborhood Profile Areas composite that will be used to develop programs to assist with common reoccurring neighborhood issues • Supported neighborhood organizations in setting and meeting neighborhood improvement goals through the annual board retreats and the Service Area Teams • Engaged neighborhoods to identify and prioritize projects within the Comprehensive Neighborhood Improvement Program

FY2016 DRAFT



Housing & Neighborhood Development **DRAFT: FY2016 Strategic Focus Area Plan**

“The City of Charlotte will sustain and create distinct and diverse neighborhoods for residents of all ages.”

The City’s long-term health and vitality are dependent on a built environment offering diverse housing options, vibrant commercial corridors, and access to safe public amenities.

The City’s housing and neighborhood strategy focuses on preserving and creating neighborhoods and amenities that allow people to reach their full potential by creating places where:

- People and businesses are safe,
- Civic infrastructure supports neighborhood quality of life, and
- Families have access to quality affordable housing, education, jobs, and services.

FY2016 Initiatives	Key Indicators
Preserve and create healthy, vibrant, and distinct neighborhoods	<ul style="list-style-type: none"> • Correct 90% of nuisance violations within 30 days • Assist neighborhoods in developing and implementing strategic plans during annual neighborhood board retreats, neighborhood matching grants, and other partnerships • Continue implementing the Comprehensive Neighborhood Improvement Program as outlined in the Community Investment Plan
Coordinate public/private partnership investments to attract the amenities neighborhoods need	<ul style="list-style-type: none"> • Continue implementing the 2014 Community Investment Plan projects • Leverage public/private investments and support of small business within the business corridors through the use of the Community Investment Plan and Business Corridor funds • Promote internet access in all neighborhoods
Market housing programs to achieve geographical dispersion of diverse housing <i>options</i> throughout the City	<ul style="list-style-type: none"> • Increase number of developer inquiries and approvals for the new voluntary single and multi-family density bonus programs • Allocate Housing Trust Fund dollars to developments consistent with Housing Policy goals • Continue implementation of the Ten-Year Plan to End and Prevent Homelessness initiatives
Utilize the Quality of Life Study and open data to inform and guide strategic neighborhood investments and programs	<ul style="list-style-type: none"> • Use the Quality of Life data to: <ul style="list-style-type: none"> - Assess Neighborhood Profile Areas, - Enhance and develop programs in partnership with neighborhoods and community organizations, and - Develop Neighborhood Profile Areas composites to develop programs to assist with common reoccurring neighborhood issues • Support neighborhood organizations in setting and meeting neighborhood improvement goals through the annual board retreats and the Service Area Teams • Engage neighborhoods to identify and prioritize projects within the Comprehensive Neighborhood Improvement Program
Support partners and programs that enhance opportunity for economic mobility	<ul style="list-style-type: none"> • Support quality out of school time for youth from low income families • Support youth connections to mentors, work, and community • Support projects and programs that address the digital divide • Engage organizations to provide apprenticeships, mentoring relationships, and work experiences



Economic Development & Global Competitiveness FY2015 Strategic Focus Area Plan

“Charlotte will strengthen its position as a city of prominence in the global marketplace by building upon its competitive advantages.”

To achieve its vision, the City must leverage partnerships to seize new opportunities in a global marketplace. The City’s economic development strategy will focus on:

- Developing a global logistics center at Charlotte Douglas International Airport,
- Enhancing relationships with our universities and education system to support and commercialize research and technology,
- Targeting industry growth in high-potential sectors, capitalizing on Charlotte’s unique profile,
- Developing neighborhoods and business districts to create places attractive for people to live and businesses to invest,
- Encouraging business expansion by streamlining the regulatory environment, and
- Preparing youth for employment success.

FY2015 Initiatives	Key Indicators
Facilitate the growth of small businesses and high growth entrepreneurs in our community.	<ul style="list-style-type: none"> • Increased utilization of the City’s web portal (CharlotteBusinessResources.com) to meet the needs of emerging and growing small businesses • Source solutions to the City’s needs from local start-ups and small businesses • Increased contracting opportunities for small businesses and local minority and women-owned firms through the Charlotte Business INCLUSION Program
Promote the holistic development of targeted business districts and neighborhoods.	<ul style="list-style-type: none"> • Private investment stimulated in targeted areas of opportunity. Examples include the Applied Innovation Corridor, the Eastland area, and the Freedom Drive area
Work with universities and the education system, local industry leaders, and other economic development partners to drive global competitiveness in the energy, finance, information technology, logistics, and advanced manufacturing sectors.	<ul style="list-style-type: none"> • Creation of a Global Logistics Center Strategy for the area surrounding the airport • Increased foreign direct investment through the new International Relations Office • Collaborative partnership with E4 Carolinas in support of Charlotte’s emergence as the center of a two-state energy hub
Introduce youth to employment opportunities with potential for long-term growth and development.	<ul style="list-style-type: none"> • Increased number of work experiences and summer internships • Community partnerships leveraged to increase the number of apprenticeships in the community
Grow Charlotte’s tourism industry through amateur sports development and programming.	<ul style="list-style-type: none"> • Implementation of the Bojangles/Ovens Redevelopment Plan • Identified solutions for amateur sports needs such as swimming, tennis, and baseball. • Maximized utilization of community-use days at Bank of America Stadium and BB&T Ballpark.

FY2016 DRAFT



Economic Development & Global Competitiveness

DRAFT: FY2016 Strategic Focus Area Plan

“Charlotte will strengthen its position as a city of prominence in the global marketplace by building upon its competitive advantages.”

To achieve its vision, the City must leverage partnerships to seize new opportunities in a global marketplace. The City’s economic development strategy will focus on:

- Developing a global logistics center at Charlotte/Douglas International Airport,
- Enhancing relationships with our universities and education system to support and commercialize research and technology,
- Targeting industry growth in high-potential sectors, capitalizing on Charlotte’s unique profile,
- Developing neighborhoods and business districts to create places attractive for people to live and businesses to invest,
- Encouraging business expansion by streamlining the regulatory environment, and
- Preparing youth and young adults for employment success.

FY2016 Initiatives	Key Indicators
Facilitate the growth of small businesses and high growth entrepreneurs in our community	<ul style="list-style-type: none"> • Increased utilization of the City’s web portal (CharlotteBusinessResources.com) to meet the needs of emerging and growing small businesses • Source solutions to the City’s needs from local start-ups and small businesses by using the Small Business Services program and Code for America Charlotte Brigade • Increased contracting opportunities for small businesses and local minority and women-owned firms through the Charlotte Business INClusion Program • Participation in Community Collaborative(s) to advance technology and promote digital inclusion to startup companies in light of Google Fiber’s planned investment • Implementation of key Immigrant Integration Taskforce recommendations as approved by City Council
Promote the holistic development of targeted business districts and neighborhoods	<ul style="list-style-type: none"> • Private investment stimulated in targeted areas of opportunity and within areas identified by the Community Investment Plan and the Business Corridor Revitalization Plan
Work with universities and the education system, local industry leaders, and other economic development partners to drive global competitiveness and job creation in the energy, finance, information technology, logistics, and advanced manufacturing sectors	<ul style="list-style-type: none"> • Creation of a Global Logistics Center Strategy for the area surrounding the airport • Increased leads for foreign direct investment through the International Relations Office • Collaborative partnership with E4 Carolinas in support of Charlotte’s emergence as the center of a two-state energy hub • Re-tooling of the Business Investment Grant program to better align with business needs
Introduce youth and young adults to employment opportunities with potential for long-term growth and development	<ul style="list-style-type: none"> • Increased number of work experiences and summer internships through Mayor’s Youth Employment Program • Creation of an apprenticeship strategy
Grow Charlotte’s tourism industry through amateur sports development and programming	<ul style="list-style-type: none"> • Implementation of the Bojangles/Ovens Redevelopment Plan • Identified solutions for needs associated with amateur sports such as swimming, tennis, baseball, rugby, lacrosse, soccer • Maximized utilization of community-use days at Bank of America Stadium and BB&T Ballpark

FY201) 58CDH98



Community Safety

FY2015 Strategic Focus Area Plan

“Charlotte will be one of America’s safest communities.”

Community Safety is one of the major priorities for the City of Charlotte. The City’s goal is to create a community where residents and visitors feel safe in their homes, their neighborhoods, their workplaces, and the areas where they shop and play. This will be a community where citizens are actively encouraged to participate in promoting safety through the Police Citizens Academy, neighborhood watch and fire prevention program. Citizens will have confidence in the integrity, professionalism, and training of their public safety agencies and will be encouraged to cooperate with them to strengthen neighborhoods and reduce crime. Safe and vibrant neighborhoods and business corridors will help to drive economic development throughout the City, creating job opportunities and sustained growth for this community.

FY2015 Initiatives	Key Indicators
Reduce crime and life/property damages from fires	<ul style="list-style-type: none"> • Reduced numbers of reported UCR Part One Crimes; rate of Part One Crimes per 100,000 population • Increased investigator clearance rate percentage for arson, robbery, burglary, and larceny from vehicle cases • Improved Fire and Police response time from answering the 911 call to on-scene arrival
Enhance citizen perception of safety through citizen partnerships and crime and fire prevention and education activities	<ul style="list-style-type: none"> • Maintain survey ratings on citizen satisfaction with police and their safety in neighborhoods • Increased number of fire code inspections conducted within state mandated frequencies
Develop recruitment strategies that attract diverse applicant pools to the Police and Fire Departments	<ul style="list-style-type: none"> • Recruit women and minorities in police officer and firefighter applicant pools
Build collaborations with partners that enhance community safety initiatives	<ul style="list-style-type: none"> • Disruption of gang/disorder activity through federal charges and other strategies • Continued partnerships with other City agencies in addressing specific neighborhood issues that are enablers of crime • Continued partnerships with other City, County, state, federal and private agencies in planning and preparedness efforts for radiological, natural, and man-made disasters

FY2016 DRAFT



Community Safety

DRAFT: FY2016 Strategic Focus Area Plan

“Charlotte will be one of America’s safest communities.”

Community Safety is one of the major priorities for the City of Charlotte. The City's goal is to create a community where residents and visitors feel safe in their homes, their neighborhoods, their workplaces, and the areas where they shop and play. This will be a community where citizens are actively encouraged to participate in promoting safety through the Police Citizens Academy, neighborhood watch, community meetings, and fire prevention programs. City agencies should engage and solicit the priority public safety concerns of the citizens they serve. Citizens will have confidence in the integrity, professionalism, and training of their City agencies resulting in strengthened neighborhoods and reduced crime. Safe and vibrant neighborhoods and business corridors will help to drive economic development throughout the City, creating job opportunities and sustained growth for this community.

FY2016 Initiatives	Key Indicators
Reduce crime rate	<ul style="list-style-type: none"> • Reduced numbers of reported UCR Part One Crimes; rate of Part One Crimes per 100,000 population • Increased investigator clearance rate percentage for arson, robbery, burglary, and larceny from vehicle cases
Enhance citizen perception of safety	<ul style="list-style-type: none"> • Maintain or improve survey ratings on citizen satisfaction and perception of safety in neighborhoods • Increased number of fire code inspections conducted within state mandated frequencies
Develop a workforce that is reflective of the community’s demographics	<ul style="list-style-type: none"> • Recruit women and minorities in police officer and firefighter applicant pools
Improve response times for emergency calls	<ul style="list-style-type: none"> • Improved Fire and Police response time from answering the 911 call to on-scene arrival
Develop infrastructure that promotes a safer community	<ul style="list-style-type: none"> • Number of sidewalks and bikeways installed • Implement technology that assists in crime reduction, fire protection, and citizen perception of safety • Improved safety of pedestrian crossings • Number of operational streetlights
Enhance emergency preparedness	<ul style="list-style-type: none"> • Conduct annual Disaster Preparedness Public Education Activities • Develop Incident Action Plans for significant events



Transportation & Planning

FY2015 Strategic Focus Area Plan

“Charlotte’s strong economy and attractive lifestyle will thrive due to our vibrant places, healthy neighborhoods, and robust employment centers, supported by strategic transportation investments.”

A combination of sound land use planning and continued transportation investment will provide lifestyle, employment and travel choices. This approach will enable Charlotte to accommodate growth, enhance quality of life and increase Charlotte’s prominence and competitiveness in the global marketplace. To achieve its vision, the City will:

- Continue to integrate land use, urban design, and transportation decisions that create more places and neighborhoods throughout Charlotte that are walkable, transit-oriented and bicycle-friendly.
- Provide the necessary transportation infrastructure to increase Charlotte’s presence as a global freight and logistics hub, particularly at Charlotte Douglas International Airport.
- Implement the foundational principles of the Centers Corridors and Wedges Growth Framework, the Transportation Action Plan and the 2030 Transit Systems Plan.

FY2015 Initiatives	Key Indicators
Strengthen collaboration with public and private sector partners to achieve effective transportation and land use results which support economic development and livability.	<ul style="list-style-type: none"> • Continue to coordinate and collaborate with all partners to advance transportation projects in the Charlotte area • Continue to collaborate with the Centralina Council of Governments on the regional CONNECT project to better prepare for the region’s ongoing growth
Engage the community to achieve the City’s land use and transportation goals from the Centers Corridors and Wedges Growth Framework, the 2030 Transit Systems Plan and the Transportation Action Plan.	<ul style="list-style-type: none"> • Expand community engagement opportunities and techniques to increase community dialogue and enhance community understanding of the City’s transportation and land use goals
Implement land use decisions and transportation investments that manage growth and focus high intensity development in areas where high-capacity infrastructure already exists or is planned.	<ul style="list-style-type: none"> • Continue to implement Centers Corridors and Wedges Growth Framework, the 2030 Transit Systems Plan and Transportation Action Plan • Develop and implement area plans and other policies that help to guide growth and development • Update City’s development regulations to better implement the City’s land use, design, and transportation policies
Implement land use decisions and transportation investments that increase safety, livability, transportation choices and enhance economic growth.	<ul style="list-style-type: none"> • Coordinate transportation infrastructure needs to continue to position Charlotte as a global freight and logistics hub. • Implement the projects and programs identified in the Community Investment Plan • Improve Charlotte’s walkability and bicycle-friendliness. • Monitor and seek to decrease intersection crash rates citywide • Improve citywide pavement conditions
Seek all types of financial resources and funding partnerships necessary to implement transportation programs and services.	<ul style="list-style-type: none"> • Develop long-term funding strategy for transportation and community place-making projects • Collaborate with legislative partners and stakeholders to consider new revenue sources to fund transportation improvements
Reevaluate the regulatory system for development in partnership with Mecklenburg County to ensure it is meeting the needs of its customers.	<ul style="list-style-type: none"> • New opportunities identified for improved collaboration and efficiencies, leading to increased effectiveness and customer satisfaction

FY2016 DRAFT



Transportation & Planning

DRAFT: FY2016 Strategic Focus Area Plan

“Charlotte’s strong economy and attractive lifestyle will thrive due to our vibrant places, healthy neighborhoods, and robust employment centers, supported by strategic transportation investments.”

A combination of sound land use planning and continued transportation investment will provide lifestyle, employment and travel choices. This approach will enable Charlotte to accommodate growth, enhance quality of life and increase Charlotte’s prominence and competitiveness in the global marketplace. To achieve its vision, the City will:

- Continue to integrate land use, urban design, and transportation decisions that create more places and neighborhoods throughout Charlotte that are walkable, transit-oriented and bicycle-friendly.
- Provide the necessary transportation infrastructure to increase Charlotte’s presence as a global freight and logistics hub, particularly at Charlotte Douglas International Airport.
- Implement the foundational principles of the Centers Corridors and Wedges Growth Framework, the Transportation Action Plan and the 2030 Transit Systems Plan.

FY2016 Initiatives	Key Indicators
Establish public and private sector partnerships to achieve effective transportation and land use results which support economic development and livability	<ul style="list-style-type: none"> • Continue to coordinate with partners to advance multimodal transportation projects (i.e., streets, transit, bikeways, and sidewalks) in the Charlotte area • In conjunction with CRTPO and other regional and local stakeholders, begin to apply CONNECT’s regional growth framework to link development patterns with transportation investments
Engage the community to support the City’s land use and transportation goals to create more mixed-use places and neighborhoods connected by more travel choices	<ul style="list-style-type: none"> • Expand community engagement opportunities and techniques to increase the community’s awareness and understanding of the City’s transportation and land use goals, and adopted policies such as the Centers Corridors & Wedges Growth Framework, the 2030 Transit System Plan, and the Transportation Action Plan
Implement the Centers Corridors and Wedges Growth Framework, the 2030 Transit System Plan and Transportation Action Plan	<ul style="list-style-type: none"> • Continue to implement the Centers Corridors and Wedges Growth Framework, the 2030 Transit System Plan and Transportation Action Plan • Develop and implement area plans and other policies that help to guide growth and development • Begin to update the City’s Zoning Ordinance to effectively implement the City’s land use, design, and transportation policies
Implement land use and transportation decisions that increase safety, livability, transportation choices and enhance economic growth	<ul style="list-style-type: none"> • Continue to position Charlotte as a global freight and logistics hub by implementing appropriate infrastructure projects • Implement the projects and programs identified in the Community Investment plan to enhance livability, transportation choices and job growth • Improve Charlotte’s walkability and bicycle-friendliness through various initiatives, including Charlotte Walks and the 5-year update of the Bicycle Plan • Monitor and seek to decrease intersection crash rates citywide • Improve citywide pavement conditions
Seek all types of financial resources and funding partnerships necessary to implement transportation programs and services	<ul style="list-style-type: none"> • Develop long-term funding strategy for transportation and community place-making projects as part of 5-year update of TAP • Collaborate with legislative partners and stakeholders to consider new revenue sources discussed in the Transit Funding Workgroup Report
Refine the regulatory system	<ul style="list-style-type: none"> • Implement recommendations from the permitting and development review report.

FY201) 58CDH98



Environment

FY2015 Strategic Focus Area Plan

“Charlotte will become a global 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 its citizens' quality of life.

Charlotte will become a global 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 relate directly to Charlotte's environmental goals.

FY2015 Initiatives	Key Indicators
Promote and participate in the development of a sustainable community	<ul style="list-style-type: none"> • Reduced residential waste • Protected and expanded a healthy tree canopy • Maintained water quality in lakes and streams as well as ensured safe and adequate drinking water supply • Continued reduction in ozone emissions across the City • Engaged community to cooperatively reduce impacts of waste and energy use to air, water, and land quality
Lead by example by practicing environmental stewardship in city operations and facilities	<ul style="list-style-type: none"> • Reduced energy use from City operations, facilities, and fleet • Reduced ozone emissions from City operations, facilities, and fleet
Seek and support collaborative and regional solutions to environmental problems	<ul style="list-style-type: none"> • Collaborated and participated in public and private sector partnerships to positively impact air quality, energy efficiency, water resources and reduction of waste
Facilitate the growth of the clean energy industry, including alternative energy sector	<ul style="list-style-type: none"> • Worked with partners to attract and grow the clean energy industry sectors in Charlotte
Become globally recognized for community sustainability efforts	<ul style="list-style-type: none"> • Identified global benchmarks with which to measure City progress • Engaged with stakeholders across the region to move towards global-level distinction

FY2016 DRAFT



Environment

DRAFT: FY2016 Strategic Focus Area Plan

“Charlotte will become a global 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 its citizens’ quality of life.

Charlotte will become a global leader in environmental sustainability by:

- Becoming a model environmental community in how it manages solid waste, energy, water and air;
- Leading by example by practicing environmental stewardship in City operations and facilities as directed through the Internal Environmental Operations Plan;
- Seeking and supporting collaborative and regional solutions to environmental problems;
- Applying technologies to develop “smart city” solutions to our environmental goals.

Specific initiatives to support these goals include:

FY2016 Initiatives	Key Indicators – Community
Waste	<ul style="list-style-type: none"> • Develop baseline towards 100% achievement of waste diversion from landfill
Energy	<ul style="list-style-type: none"> • Develop baseline towards achieving carbon neutral footprint for the community
Water	<ul style="list-style-type: none"> • Develop baseline towards reduce potable water use per capita • Develop baseline towards making all Charlotte waterways swimmable and fishable
Air	<ul style="list-style-type: none"> • Develop baseline towards achieving 50% tree canopy • Develop baseline towards reducing the travel time index for Charlotte
Smart City	<ul style="list-style-type: none"> • Develop baseline towards improving the Gross Domestic Happiness Index for Charlotte

FY2016 Initiatives	Key Indicators – City Organization
Waste	<ul style="list-style-type: none"> • Develop baseline towards achievement of 100% waste diversion from the landfill
Energy	<ul style="list-style-type: none"> • Develop baseline towards achievement of carbon neutral footprint for City operations
Water	<ul style="list-style-type: none"> • Develop baseline towards using water as efficiently as possible
Air	<ul style="list-style-type: none"> • Develop baseline towards increasing alternative fuel and vehicle technology use
Smart City	<ul style="list-style-type: none"> • Develop baseline towards 100% LEED certified government facilities