7/30/13 Neighborhood Indicators Background Information
Lisa Veldran, Legislative Administrative Assistant, Common Council Office

September 2006 Former Ald. Tim Bruer requested research on cities that were using data to drive their budget decisions.

October 2006 Meeting was held with representatives from Charlotte, NC's Neighborhood Development Department in October 2006 to discuss their initiative "City Within A City" and the Charlotte Neighborhood Quality of Life Study

December 2007 Madison Neighborhood Indicators Project started in collaboration with the University of Wisconsin-Madison Applied Population Lab – Andrew Statz, Mayor's Fiscal Efficiency Auditor, Project Manager *(see attached Project Charter)*

Information on Charlotte Neighborhood Quality of Life Study
 http://ui.uncc.edu/story/quality-life-neighborhood-charlotte-mecklenburg-new

Background
1997: City Within A City (CWAC) Neighborhood Quality of Life Index. Developed with UNC-Urban Institute. Evaluated the quality of life in 73 inner city neighborhoods through an analysis of a wide-ranging set of variables. *(see attached information on CWAC)*

These variables created a quality of life index or score for each neighborhood. Individual neighborhoods were labeled "stable", "threatened" or "fragile" based on the cumulative variable scores. Provided a baseline to monitor progress of goals of sustaining and renewing neighborhoods.

2013: Today Charlotte-Mecklenburg Quality of Life Study, is a collection of social, crime, physical, economic and environmental conditions that provide a snapshot of the health of our neighborhoods. The study is commonly used by residents, service providers, government agencies, real estate agents, and universities to help understand the dynamics of our neighborhoods. The study data also helps organizations develop programs and determine service delivery strategies to Charlotte-Mecklenburg residents. *(see attached example: Neighborhood Profile Area 2 – Quality of Life Study Report)*

Enhancements
Between 2003 and 2010, the study included neighborhoods within the City of Charlotte geography. In 2012, the study geography was expanded to include the Towns of Cornelius, Davidson, Huntersville, Matthews, Mint Hill, and Pineville through a collaborative effort with Mecklenburg County. The following table highlights the major enhancements for 2012:

Previous Study	New Study
City of Charlotte Geography	Mecklenburg County Geography
173 Neighborhood Statistical Areas (NSA)	464 Neighborhood Profile Areas (NPA)
4 Dimensions	8 Dimensions
20 Variables	80 Variables
Neighborhood Rankings (Stable, Transitioning, Challenged)	Eliminated Rankings
Hardcopy Document	Interactive Dashboard

CITY OF MADISON PROJECT CHARTER

Updated 3-5-07 - Version 3.1.1

Project Name	Neighborhood Indicators, Pilot Project
Executive Sponsor	Mayor Dave Cieslewicz
Project Coach/Facilitator	Andrew Statz, Mayor's Office
Project Manager	TBD (new neighborhood position)
Primary Stakeholder(s)	Mayor, alders, City department managers, community organizations

Project Description / Statement of Work

This is a pilot project to identify, develop and publish data-based indicators to monitor the wellness of City neighborhoods. These indicators can help identify and address social, economic and physical issues and trends that may negatively impact the quality of life in a particular neighborhood. They can serve to target City and other resources in a more coordinated manner.

There is currently no systematic monitoring of neighborhood "wellness." Neighborhood indicators can be compared to Citywide averages to determine an individual neighborhood's comparative status – both overall and for a particular indicator. Over time, it can also be used to gauge whether the overall status of a neighborhood seems to be improving, declining or stable.

This pilot project focuses on a particular to-be-defined area and the neighborhoods within it. It is expected that lessons learned from this pilot effort will serve as the basis for a larger effort which will eventually include all neighborhoods in the City.

Business Case / Statement of Need

Ensuring a high quality of life for City residents is critical, and resources are increasingly limited. Data from various sources inside and outside City government can be used to help assess the quality of life in Madison's neighborhoods. Looking at this data in a formal, geographically based and comparative way could help the City and others strategically allocate scarce resources to address issues impacting particular neighborhoods. In addition to aiding resource deployment and prioritization, indicators can also help assess the effectiveness of particular programs or efforts aimed at making improvements. Indicators can also help predict the next challenged neighborhood and help the City focus its efforts to ensure that neighborhood's stability. This type of "early warning system" can also facilitate strengthening the organizational capacity of neighborhood organizations in advance of major initiatives to ensure that they are sustainable.

Primary Customers	Customer Needs / Requirements
Mayor and alders	Data to make informed decisions
City department managers, staff and boards	Data to make informed decisions
Partners (i.e. County, School District, etc.)	Data to make informed decisions
Neighborhoods, residents, businesses	Communication of status of neighborhood and need for programs
Others to be determined	

Project Definition

Project Goals	Identify a small, starter set of data-based indicators that may be used to assess the quality of life and well-being of a pilot area of the City and its neighborhoods. These indicators can be used to investigate the cause and effect of factors and programs that can impact a neighborhood's wellness and stability. This pilot effort is a learning process and is expected to grow.
Project Scope	1. Identify the pilot area and its neighborhoods 2. Define neighborhood statistical areas within that pilot area (neighborhood boundaries must be carefully defined and used consistently to facilitate trend analyses.) 3. Determine what data is available for these areas, who maintains it, and how often it is updated and available 4. Identify potential indicators 5. Select and categorize neighborhood indicators 6. For comparative purposes, identify Citywide values for each indicator 7. Compile and analyze available indicators 8. Publish a report explaining the project with a summary of Citywide indicators, a summary page for each neighborhood in the pilot area, and a discussion of the results 9. Continuous improvement of the report and its format through user feedback 10. Propose a framework for possible future expansion of the project through additional phases to include the whole City
Project Deliverables	A report will be published for use by elected officials, City managers and staff that contains the following: 1. Explanation of the project and what neighborhood indicators are 2. Definition of neighborhood statistical areas and an inventory or crosswalk of how they relate to other geographic areas (e.g. census tract or block, Zip Code, aldermanic district, etc) 3. Summary of Citywide values for each category and indicator 4. Single page summary for each of the neighborhoods, a comparison to the City as a whole, and a discussion of significant results 5. Recommendations on a database design to facilitate analyses and ongoing monitoring as the effort is expanded citywide

How will progress be measured?	Occasional progress reports will be provided at the Mayor's management team meetings, which are typically every other Tuesday. Key measures of progress include: • Finalization of project charter • Initial meetings of project staff and key team members • Internal announcement of indicators project to D&D heads and alders • Identification of data sources for selected indicators • Publication of report and summary of data as internal decision-making tool

Project Constraints / Concerns

1. Politics of "labeling" neighborhoods. The report will not assign an overall score or status of an individual neighborhood.
2. Agreement on the indicators and supporting the decisions made. Availability and timeliness of data will be a factor.
3. Need for confidentiality. Data will be summarized by area and will not be available on a more defined level (e.g. address or street name).
4. Interpretation of the data will be critical. Potential causes must be investigated prior to making decisions on resource allocation. A verbal discussion in the report may be necessary to provide context, explain results, and identify programs that could address an issue.
5. How will the public be engaged and help identify these indicators? A high degree of public interest could be expected. The 2006 Neighborhoods Conference solicited public input and resulted in quality suggestions – many of which will be used. As a pilot project with a quick turnaround time, most of the work will rely on internal staff efforts. Data resources and external partners offering technical assistance will be engaged as needed. As the project grows beyond the pilot stage, it is expected to attract additional support and public input.
6. Staff time is limited, especially for the new neighborhood position. This new position will also be assigned to implement numerous other recommendations from the Neighborhoods Team (from the DPD reorg.) and participate in the creation of neighborhood plans.
7. How will indicators be tied to City programs? In many cases, the relationship may be obvious. In some cases, the City may not have a program that directly addresses an indicator, but one could be developed. Also, some indicators may be more heavily influenced by non-City programs or entities. Quantifiable results can help engage non-City entities in finding solutions to neighborhood challenges.
8. How will these indicators be used in budgeting and reallocation of existing resources? More information and earlier awareness of issues will naturally aid in effective resource allocation. It would have to be determined if a scale- or points-based system would be practical and beneficial.
9. The number of indicators compiled for the pilot project may be limited. For future expansion, every effort will be made to ensure a range of indicators that provide an assessment of neighborhood wellness from many different angles has been identified.

Implementation Plan / Milestones

1. A timeline with specific dates will be developed after the new planning position is filled
2. Finalization of project charter and formulation of project needs (March 2007)
3. Identification of in-house staff and fiscal resources for the project (TBD)
4. Review of best practices and previous City efforts (TBD)
5. Define neighborhood statistical area boundaries (TBD)
6. Identification of data sources for likely indicators (TBD)
7. Announcement at D&D meeting (TBD)
8. Informational session with alders (TBD)
9. Data collection and summarization (TBD)
10. Publication of final report (TBD)

Communication Plan

Internal – Announcement to Mayor's management team and department & division heads. Progress reports to Mayor's management team (by project manager). Publication and availability of final document (on Mayor's Office and P&D websites with several hardcopies)
External – Publication and availability of final document (on Mayor's Office and P&D websites with several hardcopies).

Project Team Members

Team Members	Roles	Responsibilities
TBD (new neighborhood position)	Project Manager	Overall project management
Andrew Statz, Mayor's Office	Project Coach	Project coordination/facilitation, liaison to Mayor and staff
Bill Fruhling, Planning Unit	Project Staff	Compilation and development of draft and final product
Jule Stroick, Planning Unit	Project Staff	Compilation and development of draft and final product
Dave Faust, IS	Project Staff	Compilation and development of draft and final product
Tim Bruer, Alder	Team Member	Sponsorship, external coordination/facilitation, review
Brad Murphy, Planning Unit	Team Member	Sponsorship, intra-agency coordination, review
Dorothy Conniff, OCS	Team Member	Provision of data, intra-agency coordination, review
Hickory Hurie, CDBG Office	Team Member	Provision of data, intra-agency coordination, review
Mark Olinger, P&D Director	Team Member	Provision of data, intra-agency coordination, review
Agustin Olvera, Housing Operations	Team Member	Provision of data, intra-agency coordination, review
Noble Wray, Police Department	Team Member	Provision of data, intra-agency coordination, review
Enis Ragland, Mayor's Office	Team Member	Provision of data, intra-agency coordination, review
Lucia Nuñez, Dept of Civil Rights	Team Member	Provision of data, intra-agency coordination, review
Dan Bohrod, Comptroller's Office	Team Member	Budget and finance issues, liaison to Comptroller's Office

External Partners		
Partners	**Roles**	**Responsibilities**
UW Applied Population Lab	Potential technical assistance	Assist in identifying, compiling and manipulating available data
WI Dept of Health and Family Services	Potential data resource	Provide data and interpretation
Madison Metro School District	Potential data resource	Provide data and interpretation
Dane County	Potential data resource	Provide data and interpretation
MGE	Potential data resource	Provide data and interpretation
Others to be determined		

Sponsor Sign-Off

_____   Date: _____
SIGNATURE

Direct questions about this document to: Andrew J Statz, Mayor's Office, 266-4611, astatz@cityofmadison.com

NLC 's Municipal Action to Reduce Poverty Project, with support from the W. K. Kellogg Foundation, is exploring innovative approaches that municipal governments can take to promote equity--social, economic, racial and political. The following Executive Summary introduces one of ten city case studies. Also on this page are links to the full case study, one or more specific "Promising Practices" that support or carry out the equity agenda, and relevant city documents related to the equity agenda.

Charlotte
North Carolina

Charlotte: Case Study
Case Study of Charlotte's Equity Agenda

Charlotte: Promising Practice
Neighborhood Quality of Life Assessments
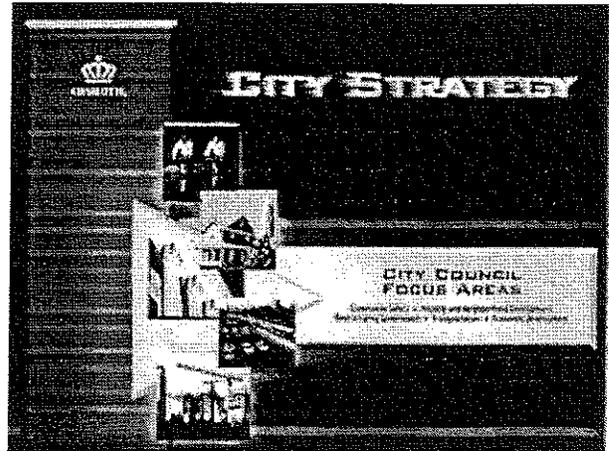
Case Study Summary

An emerging international finance center dominated by its business community, the city of Charlotte, NC has embraced an equity agenda in the realization that greater economic opportunity and a stronger quality of life for all residents serves not only notions of a good society, but the bottom line as well. First begun in 1991 under the City within a City (CWAC) initiative, the agenda has gone through name and organizational changes, but has steadily targeted vulnerable city neighborhoods for improvements. In the process, it has helped transform how the city itself functions. In recent decades, the city has experienced physical, economic and demographic transformation, as a result of annexations of surrounding communities, the growth of its banking sector, and new waves of immigration; the equity agenda has given leaders a framework within which to address all these momentous changes.

Early in the development of the agenda, city leaders made a conscious choice to reach out to their most important constituency by presenting equity goals in the language and organizational structure of the business community, particularly the banking sector. In 1993, 26 city departments were reorganized into nine key and four support "businesses," and agency heads were re-titled as "key business executives." The city's annual assessment of all governmental programs and functions is known as a "corporate scorecard." Partly as a result, business leaders have come to consider the agenda one of Charlotte's main economic development strategies. Also of vital importance was the personal role several of the city's most prominent business leaders took in driving the equity agenda, including former Bank of America Chairman and CEO Hugh McColl. These business leaders believed that a gentrified central city or "uptown" was crucial to realizing their vision for Charlotte as an international banking hub, and understood that poverty alleviation through collaboration between the public and private sectors was the way to achieve that goal. Chamber of Commerce President Carroll Gray asserts that this focus was vital to the success of the agenda. "It takes the commitment of the business community to do some sweat equity and bring the expertise of development and redevelopment to a public project, as opposed to doing it for their own bank account."

A strong and steady focus on data and measurable outcomes has helped keep things moving forward. In 1993, the city developed an analytical tool to measure quality of life in 73 neighborhoods, using 20 social, physical, crime and economic variables to classify those neighborhoods as stable, threatened, or fragile. (In 1995, the City Council replaced the "threatened" and "fragile" categories with the terms "transitioning" and "challenged.") Charlotte leaders have refined this tool over time, and now the city uses a baseline neighborhood quality of life index to both monitor progress and allocate resources. The assessment is now conducted on a biennial basis by the University of North Carolina Charlotte Urban Institute. Key business executives use this data to track long-term progress in their areas of responsibility--as Neighborhood Development Key Business Executive Stanley Watkins puts it, "to

see whether we are winning or losing." Additionally, the city compiles an annual corporate scorecard to track progress toward a number of goals in the five focus areas of community safety, housing and neighborhood development, restructuring government, transportation, and economic development.

While these instruments help city leaders assess progress toward equity goals, Charlotte citizens can get involved in the work of the agenda as well. The city's Neighborhood Development Department, the "Key Business" most directly charged with carrying out the equity agenda, provides leadership training for neighborhood residents. Assistant City Manager Julie Burch explains, "We try to identify our neighborhood leaders or potential neighborhood leaders and encourage them to go through some training. We offer coaching and other training opportunities." The focus is on strengthening the leadership qualities of groups as well as individuals: two initiatives, the Community University and the Customized Neighborhood Training, offer leadership training to strengthen neighborhood organizations. The training helps increase neighborhoods' ability to identify and prioritize problems, organize around solutions and manage long-term results.

Charlotte residents can point to a number of tangible gains from their equity agenda. One goal of the Neighborhood Development Key Business is to grow the number of new and renovated housing units completed with city funds each year. In the 2002 fiscal year, that number was 426; a year later it was up to 1005, and by FY2005 the city had served 1319 units. Other outcomes for the unit included helping 358 families and/or individuals to purchase homes in FY2004, or almost 120 percent of the goal of 300 new homeowners, and educating 518 people about fair housing practices and protections, an improvement of almost 50 percent over the previous year's total of 352. In keeping with the focus on quality of life improvements, the city also recorded gains in cleanliness and targeted cleanups and support of special events in the Central Business District. Each year, key business units adjust their priorities and goals in response to new conditions and problems; for instance, after robberies of Hispanic residents increased 7 percent in 2003, the police department included a performance target of reducing crimes against these residents. Subsequently, robberies of Hispanics declined by nearly 30 percent in targeted neighborhoods, and more than 25 percent citywide.

The changing racial and ethnic composition of Charlotte presents one set of challenges to the equity agenda, as the city seeks to integrate its newest residents not just economically, but culturally. City Council Member Sara Burgess relates an anecdote about one Hispanic family that kept roosters in their backyard. "The neighbors complained about the roosters crowing, but it turns out that we don't have any kind of ordinance that prohibits chickens." More serious problems include city services, including the police department, that are sometimes overtaxed and lack sufficient numbers of Spanish speakers. The agenda faces budgetary challenges as well: in Burch's words, "Our ability to keep up with growth is really being hampered by the falling off of our revenues." Charlotte's past strategy to address this problem in the past—simply annexing adjacent communities into the city, thus growing the tax base—is increasingly not an option, as the city has nearly reached the limits of possible growth. But despite these issues, city leaders in and out of government are all but unanimous in their belief that the agenda will endure. Says one city official, "The agenda has been adopted by the community and is something that everyone recognizes as something we need to do."

National League of Cities
1301 Pennsylvania Avenue NW Suite 550 · Washington, DC 20004
Phone:(202) 626-3000 · Fax:(202) 626-3043
info@nlc.org · www.nlc.org
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CHARLOTTE, NORTH CAROLINA

Charlotte's Equity Agenda at-a-Glance

Strategic Approach	Data-driven (primary); collaborations and partnerships, targeted investments (secondary)
Timeframe	1991-present
Catalyst(s)	1) Reorganization of city government to a district system in 1977, which raised the voice of women and minorities in the city. 2) Corporate interest in the revitalization of Charlotte's downtown business district and surrounding ring of low-income neighborhoods
Form of Government	Council-Manager Mayor elected at-large every two years 11 City Council members elected every two years, 4 at-large and 7 by district
Key Leaders	Del Borgsdorf, former Deputy City Manager Debra Campbell, Planning Director Stanley Watkins, Neighborhood Development Key Business Executive
Agenda Focus	Neighborhood revitalization and stabilization Social and economic equity

Introduction

To paraphrase Calvin Coolidge, the chief business of the city of Charlotte
is business. But over the last 15 years, civic leaders in this emerging inter-

national finance center have come to appreciate that goals related to equity, far from being inimical to commerce and economic development, can help strengthen their city's bottom line. The result has been an equity agenda unlike any other, driven by business and committed to expanding opportunity by improving the quality of life in Charlotte neighborhoods.

Charlotte's equity agenda has been carried out since 1991 under the City within a City (CWAC) initiative, the agenda—now known as Housing and Neighborhood Development. The agenda led to the core reorganization of city hall around CWAC's priorities targeting fragile neighborhoods for improvements. Agenda leaders specified general service delivery needs for each neighborhood to help city and other agencies to better target resources, and established benchmarks to measure success and change at the neighborhood level. Today, all city departments, called "key businesses," are required to produce annual business plans, document their progress toward equity agenda objectives, and demonstrate their accomplishments with hard data. This emphasis on performance data, now in place for over a decade, has become standard operating procedure for all city departments and for many of the city's public and private sector partners.

None of these gains would be possible without the initial and sustained support of the city's business community. "Charlotte is a business driven city," states Council Member Susan Burgess. "That's how we've succeeded. We work in partnership with our business community, and basically approach things from the business point of view." Charlotte's political leaders realized from the beginning that if they were to address matters of social and economic equity, they would have to make a strong business case for its goals. Home to several of the county's most important financial institutions, Charlotte has developed its equity agenda essentially in partnership with the city's banking community. As an example, the agenda is almost completely couched in the language of business: the city's assessment of all its governmental programs and functions is known as a "corporate scorecard." As a result, business leaders have come to consider the agenda one of Charlotte's main economic development strategies.

It also helped that several of the city's most prominent leaders took a personal role in driving the equity agenda, matching a public push for social equity that took root at around the same time. The private-sector effort was spearheaded by a group of influential business leaders led by Hugh McColl, former chairman and chief executive officer of the Bank of America. These business leaders believed that a gentrified central city or "uptown" was crucial to realizing their vision for Charlotte as an international banking hub. They understood that poverty alleviation had to be

central to Charlotte's economic development strategy, and collaboration between the public and private sectors was the way to make it happen. Charlotte-Mecklenburg Housing Partnership President Pat Garrett says, "The overriding issue was that we were not going to let our downtown deteriorate like many other cities had." And McColl himself had said, "I'd like to see the city reinvent itself. Bank of America does have an interest in making this the most exciting inner city in the US. That is my personal goal. That is our corporation's goal."[1]

The public push grew out of a tradition valuing social justice that dates back to the 1970s and the days of school desegregation. In 1970, the U.S. Supreme Court ruled that busing be used to more thoroughly integrate public schools in Charlotte.[2] "City leaders decided that since the law of the land was that they will bus, then they were going to bus the best in the country," recalls Burgess. "The city leadership, including the business leaders, put their own children on the bus." Another manifestation of this thread came in 1977, when Charlotte developed a district system that ensured representation of minority and low-income groups on the city council. Former Council Member Sara Spencer remembers, "Before the 1970s, the way the city government worked was through a group of businessmen who all met in a closed room and decided what they were going to do. And then they walked across the hall to the chambers with their agenda and voted. By the late '70s, there were citizen activists on city council who had their own goals and agendas." With district representation, the Council became more focused on neighborhood issues. Economic Development Director Tom Flynn says, "I don't think we'd have an equity agenda today without district representation."

In 1990, the city administration began its Neighborhood Reinvestment Program, which culminated a year later with the City within a City initiative. Charlotte city staff strategically designed CWAC to speak to the interests of the business community while addressing issues of equity. Then-Assistant City Manager Del Borgsdorf, along with Planner Debra Campbell and current Neighborhood Development Key Business Executive Stanley Watkins, were the drivers of CWAC and made extensive use of data to demonstrate that improving the quality of life for low-income city residents was a good economic decision. As Watkins says, "Once you make the business case, no one can argue."

1 "Gentrification as Corporate Growth Strategy: The Strange Case of Charlotte, North Carolina and the Bank of America," by Heather Smith and William Graves. Journal of Urban Affairs, vol. 27 no4, pp. 403-18, 2005

2 Swann v. Charlotte-Mecklenburg School District, 1970

Outcomes of Charlotte's equity agenda have included three voter-approved neighborhood improvement bond issues (1996, 2000, and 2004) that funded infrastructure work in targeted neighborhoods, many affordable housing projects, and new programs of partnering organizations that addressed the human service needs of residents. Charlotte has created more than 1000 units of affordable housing in each of the last three years, and provided assistance to over 300 families and individuals to become homeowners. In addition, the equity agenda has significantly affected the way city hall does business. City departments explicitly targeted outcomes that advanced neighborhood revitalization and, moreover, linked the departments to each other so that the goals could be reached.

Demographic and Historical Overview

Charlotte is a partially consolidated city, with some of its functions merged with Mecklenburg County as of 1971. This consolidation, however, did not create one unified government. "The County Commission essentially does human services and the City Council does economic development and crime prevention and so forth," explains Council Member Burgess. "We have a separate board of education without taxing authority. Their capital funding comes through the County Commission and their operating funding comes from the state. So it's very truncated and complicated. The people who live within the city limits comprise about 85 percent of the county. So we're basically serving the same people, under consolidation, except for the six smaller towns that surround the city."

The recent history of Charlotte is intricately connected with the recent history of Bank of America. Charlotte had long been a regional banking hub, in part because of the presence of a Federal Reserve Bank. Then, in the mid-70's, Hugh McColl established the Bank of America, the second largest bank in the country, in Charlotte. At the same time, Wachovia and First Union, two more large regional banks located in Charlotte, also grew. Between 1988 and 1996, Charlotte became one of the world's fastest growing financial centers, transforming Charlotte from a mid-sized southern city into a large, international banking capital.

As the tables below show, this transformation brought with it significant demographic changes, including new immigrant populations. Perhaps most important, the population of Charlotte more than doubled between 1970 and 2000. Charlotte is now at the center of an eight-county metropolitan area that includes Gastonia, North Carolina, and Rock Hill, South Carolina. North Carolina's state annexation laws have allowed Charlotte to

grow by annexing urban areas within Mecklenburg County. This annexation helps to explain why the city actually gained population both in absolute terms between 1970 and 2000 and in terms of the percentage of population that it holds within the metropolitan area.

While Charlotte can be considered one of the urban success stories of the past few decades in terms of population growth, its growth has created challenges. According to a 1998 article from the Academy of Leadership: "As Charlotte's economy and population continue to soar, in the poor inner-city neighborhoods crime rates are high and job-skill and educational levels are low. Meanwhile, affluent newcomers, increasingly conservative, move to the suburbs, apathetic to both the ways of 'old Charlotte' and its increasingly urban problems. Charlotte is at a crossroads."[3]

Table 1: Total Population, Charlotte and Metro Charlotte

Date	City	MSA	City population as percent of MSA
1970	241,215	840,347	29
1980	314,447	971,391	32
1990	395,934	1,162,093	34
2000	540,828	1,499,293	36

Source: SOCDS Census Data, http://socds.huduser.org/Census/screen3.odb

A comparison between Tables 2 and 3 indicates the impacts of Charlotte's economic growth. In 1969, Charlotte tracked the national trends in poverty rates and household income but outperformed the average in terms of having a lower unemployment rate. By the end of the next decade, Charlotte beat the average. This is primarily because of Charlotte's transformation into one of the world's financial capitals. Charlotte's economy has been so strong that, according to former Deputy City Manager Borgsdorf, "During the recession of the early 1990s, which sent many of the country's municipalities into economic decline, billboards throughout Charlotte read: 'We hear there's a recession and we've decided not to participate.'"[4]

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3 "Charlotte: A Company Town," by Harold McDougall. In Boundary Crossers: Case Studies of How Ten of America's Metropolitan Regions Work. Academy of Leadership, 1998.

4 "Charlotte's City within a City: The community problem solving approach," by Del Borgsdorf. National Civic Review, vol. 84, pp.218-24, 1995.

Table 2: Poverty Rate, Median Income, and Unemployment Rate for Charlotte and Metro Charlotte

Date	Poverty Rate, (percent)		Median Household Income, 1999 dollars		Unemployment Rate (percent)	
	City	MSA	City	MSA	City	MSA
1969	14.8	12.7	43,416	41,677	3.00	2.60
1979	12.4	10.5	46,487	44,165	4.40	4.20
1989	10.8	9.6	51,798	48,780	4.20	4.00
1999	10.6	9.3	56,517	53,868	5.50	5.20

Source: SOCDS Census Data, http://socds.huduser.org/Census/screen3.odb

Table 3: Poverty Rate, Median Income, and Unemployment Rate for all Central Cities and all Metro Areas in the U.S.

Date	Poverty Rate, (percent)		Median Household Income, 1999 dollars		Unemployment Rate (percent)	
	Cities	MSAs	Cities	MSAs	Cities	MSAs
1969	14.30	11.40	43,180	46,303	4.60	4.20
1979	16.20	11.50	42,579	48,176	7.10	6.20
1989	18.00	12.10	43,149	50,542	7.70	6.10
1999	17.60	11.80	44,014	52,754	7.40	5.70

Source: SOCDS Census Data, http://socds.huduser.org/Census/screen3.odb

Table 4 shows that Charlotte's population has become more diverse over time, though both the city and the MSA still have a white majority. African-Americans have comprised the largest segment of the minority population throughout the period, while Charlotte's Latino community now accounts had grown to 5.1 percent of the city's population by 2000. Many people in Charlotte worry that the city's traditional social contract will be lost as newcomers make up a larger share of the population

Origins of the Equity Agenda

The City Within a City initiative, forerunner to the equity agenda, emerged from data gathered under Charlotte's District Planning process in the mid-

Table 4: Racial and Ethnic Composition, (percent)

Ethnicity	Date	City	MSA
White	1980	66.9	78.6
White	1990	64.8	78.0
White	2000	55.1	71.2
Black	1980	30.7	19.8
Black	1990	31.7	19.9
Black	2000	32.5	20.4
Hispanic	1980	0.8	1.1
Hispanic	1990	0.8	1.3
Hispanic	2000	5.1	7.4
Other	1980	1.3	0.9
Other	1990	2.1	1.3
Other	2000	5.1	3.3

Source: SOCDS Census Data, http://socds.huduser.org/Census/screen3.odb

1980s."We divided the community into seven districts," recalls Planning Director Debra Campbell. "One of those districts is called the Central District. When we compared demographic and social and land development, building permit activity, home ownership activity, crime, the Central District was obviously one that was very different from the other districts in terms of all of those dimensions. We felt that we needed to bring this information to the attention, first and foremost, of our elected officials as well as to our general citizenry, the Chamber of Commerce, and others interested in quality of life issues as well as economic development issues." The Central District later became known as the City within a City.

Neighborhood Development Key Business Executive Stanley Watkins dates the emergence of the agenda itself to the early 1990s. He describes the fundamental concept as "looking toward the future and realizing that the quality of life of Charlotte will not be determined by the quality of life of just some neighborhoods but by the quality of life in all neighborhoods. Any neighborhood, regardless of income, can be a stable and safe neighborhood." The mission statement for the City Within a City ini-

tiative captured this vision: CWAC would "design, channel and support public and private sector activities that contribute to sustained economic development and a high quality of life in Charlotte's older neighborhoods and business areas."[5] The challenge was to recognize the breadth of the problems in these neighborhoods, develop solutions for addressing them, and then to mobilize the entire community to work together to address them.

Assistant City Manager Julie Burch remembers how demographic research informed the agenda in its early period. "There was a lot of data gathering and fact finding and use of statistical analysis to identify where the problems were in inner city neighborhoods." Planning Director Campbell sought to use this data to address the widely held perception that people were just lazy. She recounts, "Part of what we were doing by providing data on the social demographics of the community was showing that most people not only are employed, but working two and sometimes three jobs but are often under-skilled for the marketplace now. Once we demonstrated that this is more about an economic development agenda than a social welfare agenda, we were able to show that if we continued to allow these conditions to exist, neighborhoods that are on the brink of struggling will soon really be struggling because conditions will only get worse."

Watkins adds, "Our first Quality of Life Index actually came out in 1993 when we began to quantify why parts of our communities differ. We selected a few neighborhoods and put together some plans that led to focused service delivery in terms of police, transportation, and other kinds of services for specific environments. We also developed a strategic investment strategy for infrastructure in terms of streets, sidewalks, curbs and gutters, and housing." To successfully implement this new model of service delivery, the city had to reorganize some of its own functions. "At the start of this initiative, the City's traditional bureaucratic structure, with traditional services delivered along functional lines, made it difficult to respond in a coordinated and comprehensive way to the problems of the inner city," remembers former Deputy City Manager Borgsdorf. "In response to this challenge, Charlotte's city manager initiated a major organizational change in 1993 designed to focus the city's resources on its core businesses and overcome fragmentation. As a result, 26 city departments were reorganized into nine key and four support 'businesses.'"[6] In keep-

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5 ibid

6 Ibid.

ing with the use of business language in city operations, Charlotte's department heads were renamed "key business executives."

To ensure that the reorganization would lead to actual changes in performance, Charlotte officials created a Corporate Scorecard to track progress toward a number of priorities, called focus areas, as the basis by which all departmental work is judged. These focus areas are community safety, housing and neighborhood development, restructuring government, transportation, and economic development. As one prominent assessment of Charlotte's reform efforts put it, "Each of the key business units develops a scorecard outlining how it plans to address each focus area, City Council priorities, and corporate scorecard objectives. The business units determine which corporate objectives they have a direct impact on and develop measures to track their progress in contributing to the achievement of those objectives. In developing their scorecards, the key business units answer key questions organized around the four perspectives of the Balanced Scorecard."[7] These four perspectives are serving the customer, managing resources, running the business, and developing employees.

The business plans that result delineate each key business' operational activities for the upcoming fiscal year. "As part of the corporate scorecard," explains Borgsdorf, "each key business executive has a performance review with the city manager, which includes reporting on CWAC initiatives. Charlotte has clearly identified improving the quality of life in every neighborhood as the performance benchmark for the organization."[8]

Charlotte's equity agenda has evolved over time. The City within a City target area has expanded. Early quality of life studies focused on the CWAC area, describing neighborhoods as stable, threatened, or fragile. In 1995, the City Council changed the terminology, replacing the "threatened" category to "transitioning" and the "fragile" category to "challenged." Ten years later, the formal name for Charlotte's revitalization policy changed as well, from CWAC to Housing and Neighborhood Development. But although the names have changed the policy of directing targeted investments to the most fragile or challenged neighborhoods has remained consistent.

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7 "Translating Strategy Into Results: The Origins and Evolution of Charlotte's Corporate Scorecard," by Kim Eagle. Government Finance Review 20 no5 16, 19-22 O 2004

8 "Charlotte's City within a City: The community problem solving approach," by Del Borgsdorf. National Civic Review, vol. 84, pp.218-24, 1995.

Strategies and Approaches

Use of Data

Charlotte city leaders use data strategically and extensively in advancing the equity agenda. "One of the first questions we asked," Watkins recalls, "was 'Where should we go and make change?' The second question was 'How do we know we made a difference?'" To answer the first question, the planning department chose to examine neighborhood-level data. Planning Director Campbell explains, "We identify which neighborhoods are struggling, which neighborhoods are on the brink of struggling, and which neighborhoods are just fine." After identifying the problem areas, officials focus attention and resources accordingly.

The 73 CWAC neighborhoods were classified as stable, threatened, or fragile in the 1993 quality of life study based on 20 social, physical, public safety and economic variables. Four years later, the city developed a baseline neighborhood quality of life index to guide such assessments going forward and help officials monitor quality of life changes in CWAC neighborhoods. In July 1998, the city contracted with the University of North Carolina Charlotte Urban Institute to expand and update the earlier quality of life study. Since then, the Institute has conducted the study biennially, and now measures all Charlotte neighborhoods as well as potential annexation regions.

Key business executives monitor the quality of life data to track long-term progress in their areas. Watkins uses the data, he says, "to see whether we are winning or losing." The neighborhood classification categories in the quality of life studies have created a common language for both the public and private sectors. Planning Director Campbell says, "Banks, for example, when they're talking about a development, will say, 'We're doing it in a fragile neighborhood' or 'We're doing it in a threatened neighborhood.'" Council Member Patrick Cannon agrees that this language is widely used: "I would say that Charlotte's leadership recognizes socially, economically, and physically challenged parts of its city and that we work to initiate policy that would change those circumstances. For those areas that are considered to be fragile or threatened, we work to get them classified as becoming stable."

Use of Transformational Experiences

Stanley Watkins credits Charlotte's Chamber of Commerce for jump-starting CWAC by touring Charlotte's inner city neighborhoods. Like many city

chambers, the Charlotte Chamber had a tradition of hosting tours of their city for visiting city officials and of sponsoring visits to other cities. Watkins remembers, "The Chamber, in the tradition of conducting city tours for visiting officials, thought they should do a City within a City tour themselves, a visit to their own city. So we actually took the Chamber to look at some of the inner city neighborhoods within a four-mile radius of uptown, where we have the most affluent neighborhoods and some of the poorest neighborhoods in Charlotte. This really struck a chord." Most of the business people on the tour had never been in the poorer neighborhoods on the tour; their transformational experience in these communities marked the beginning of the business commitment to the CWAC initiative

Use of Collaborative Partnerships

Charlotte's equity agenda depends heavily on partnerships with business groups, many of which are from the financial sector. Six influential business leaders, including Hugh McColl, were early and important proponents of the equity agenda. These leaders, sometimes called "The Group," embodied Charlotte's progressive, corporate culture, which valued public-private partnerships. Chamber of Commerce President Carroll Gray says, "Our business leadership includes people such as the Chairman of Bank of America, Hugh McColl, and John Crosland of The Crosland Group, who have emotional ties to or a sense of civic pride in Charlotte." Former Council Member Sara Spencer also recognizes the bold leadership of Charlotte's entrepreneurs. "We have audacious people here. We have people like Hugh McCall who comes out of this little town in South Carolina. He's a Marine and he's five feet tall. And all of a sudden he's President of Bank of America. People here are not afraid to dream any kind of vision—and they are not afraid to swagger forward in the hope that it will happen."

Civic-minded business leaders and Charlotte's long tradition of business-led civic involvement have contributed to the city's lower rate of poverty compared to other central cities. In *Boundary Crossers: Case Studies of How Ten of America's Metropolitan Regions Work*, Harold McDougall writes, "Four or five years ago, Fortune Magazine rated the Charlotte metropolitan region extremely high among sixty regions in terms of business climate. The city and her suburbs still display a high level of civic activity, spurred by a religious fabric which encourages and promotes community service and spiritual fellowship and by a business sector that considers regard for and involvement in the community central to its corporate culture."[9]

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9 McDougall

Former Council Member Spencer describes the mutually beneficial nature of her city's private-public relationships. "Partnerships make Charlotte work. A banker downtown can be motivated to participate in something because of his desire to have an attractive downtown, and that is what makes the difference here. We partner with business in ways that other cities don't." From the business perspective, Chamber of Commerce President Gray also takes pride in the relationship between the business community and city hall. "I feel that the City is supportive of the Chamber's overall agenda, which is not in every case altruistic. In fact, in most cases it is not altruistic. But these inner city efforts have tended to build trust and improve relationships among elected officials and the business community." That trust, Gray adds, is key to achieving ambitious goals like those of the equity agenda. "It takes courage, private money, and faith that things can be done. It takes the commitment of the business community to do some sweat equity and bring the expertise of development and redevelopment to a public project, as opposed to doing it for their own bank account."

Recently, the Chamber of Commerce has created a nonprofit called Advantage Carolina.[10] Guided by a board of strong business leaders, this organization has taken on the task of developing a strategic plan for economic growth in the Charlotte region. According to Gray, the principles underlying the plan are to think regionally, include all sectors of the economy, to recognize the coming diversity of the region, and to revitalize the urban core, thereby "bringing jobs, hope and pride back to the community."

Watkins says, "The role of the Chamber in initiatives like Advantage Carolina is to promote particular initiatives. They may not bring dollars to the table, but they urge their membership to participate and support equity agenda programs." Gray notes, "Doing this brings additional substance to the city's programs under CWAC or Neighborhood Development. Moreover, the work has to be done because it makes good common economic sense. If people have pride in their neighborhoods and their jobs, they will tend to vote more. They tend to raise their families better. If we're successful in working with the elected officials and city and county staff in achieving these socioeconomic goals, there are huge social long-term payoffs."

While business partnerships are vital, Charlotte also relies on partnerships with non-profits to carry out the work of the equity agenda. Assistant City Manager Julie Burch describes the city's partnership with the Sisters of

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10 http://www.advantagecarolina.org/Default.asp?page=1

Mercy Foundation. "We're going to concentrate on a neighborhood of about 500 residents. It's a high crime area, with high unemployment, lack of job skills, and a high drop-out rate, all things that are very troubling to folks that run cities and work with neighborhoods. We started with a small grant of about $25,000 to do neighborhood surveys of residents and then submitted a proposal for a $1 million grant, which we received." Watkins says, "This grant is very significant because, while the city can do the physical improvements and crime reduction pieces, we need help with the social piece and the job piece. So we look for opportunities like this. I hold each of my divisions accountable for bringing in an expanded or a brand-new partnership each year."

Watkins characterizes Charlotte's partnerships as many and diverse. "It all depends on what we're trying to do. Most of them are housing partners, from people that do brick-and-mortar to folks that provide support services." Regardless of the focus of the partnership, the city typically contracts with the partnering agency to do the work. According to Burch, "The city is more likely to do the social service pieces through contracts as opposed to using city employees. Even the bricks and mortar is through contracting and partnerships. We don't actually build those units, somebody else does." Thus, the city leverages its dollars along with those of its partnering agencies to maximize the outputs of any program. Currently, the city has a goal of 5,000 new affordable housing units over the next five years. Burch says, "We're not building them ourselves, but we partner with others to build them."

Community partner Pat Garrett, President of the Charlotte-Mecklenburg Housing Partnership, says, "Personally and organizationally, the Housing Partnership is connected at the hip to the City of Charlotte because we were really a creature invented by Charlotte and by the financial institutions. We are a financial partner of the city. We have a contract each year. Our first city contract said, 'We want you to produce at least 100 units every year, and we want you to leverage our investment 3:1; give us a report.' A big part of our strategy is neighborhood revitalization and the creation of home ownership and equity in neighborhoods. We bring investment back to neighborhoods."

Since 2002, Charlotte has partnered with Mecklenburg County's Department of Social Services (DSS) in an anti-poverty campaign. Even though the two governments are not functionally consolidated, they do business in similar ways. When developing the poverty strategy, Mecklenburg County officials used the same process as the city: they identified focus areas, strategies, and desired outcomes, and created a bal-

anced scorecard to measure progress. In the Social, Education and Economic focus area, the four desired outcomes on the balanced scorecard are increased access to affordable housing, increased respect and appreciation of ethnic and cultural diversity, increased literacy and knowledge, and increased citizen self-sufficiency. County officials concluded that all four outcomes could only be achieved by reducing poverty. They recognized that working independently of the city and other organizations was not cost effective as there was a multiplicity of services being delivered to the same population. The DSS specializes in "maximizing the impact of resources available to the private and public organizations that have common customers living in poverty."[11]

Charlotte's equity agenda is clearly dependent on its partnerships with business groups, non-profit organizations, and other governmental entities. Moreover, there is often a formal, business-like nature to these relationships, with a focus on amassing resources to produce particular outcomes. As Borgsdorf states, "The guiding idea is leverage, leverage, leverage—not only dollars, but ideas, people and energy. Nobody has the resources to solve urban problems alone. Partnerships with the county, state and federal agencies, schools, nonprofits and neighborhoods are essential."[12]

Strategies for Engaging Residents

Charlotte engages residents in the equity agenda in formal and structured ways. "We're a planning-oriented city, so residents can be involved in planning and deciding on the vision for their particular community," explains Watkins. "We work on developing a vision and deciding what's important. We have staff implementation teams in our revitalization neighborhoods. Our core team, for example, consists of a community police officer, a code inspector, a neighborhood specialist to serve as a coordinator, and residents. They meet monthly to see how well we're doing relative to our work plan that year. And we also have them assess their environment, along with us, to tell us whether we're doing a good job or not. We are very neighborhood-centric in our approach."

The city provides leadership training for neighborhood residents through the Neighborhood Development Department. Burch says, "We try to identify our neighborhood leaders or potential neighborhood leaders and

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11 http://www.charmeck.org/Departments/DSS/Administration/Partnerships+and+Special+Initiatives.htm

12 Bergsdorf

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encourage them to go through some training. We offer coaching and other training opportunities." Two of the department's initiatives, the Community University and the Customized Neighborhood Training, offer leadership training to strengthen neighborhood organizations. The training is designed to increase the ability of neighborhoods to identify and prioritize problems, get organized around solutions and manage long-term results. Another initiative, the annual Neighborhood Symposium, empowers neighborhood leaders and organizations by providing speakers, exhibits and opportunities for participants to share strategies and ideas with other neighborhood leaders. According to Burch, over 400 leaders from neighborhood organizations from throughout the city attend the annual event. Over the last decade, nearly 5000 residents in 700 neighborhoods have received training through Neighborhood Development.[13]

Residents are encouraged to provide input to the City Council and the input from residents is used to frame the objectives of some initiatives. "For example," Council Member Burgess explains, "there is an opportunity for people to sign up on any agenda item and speak for three minutes. So in formal meetings, we're very inclusive, maybe more so than other councils." However, residents are rarely involved in decision-making processes beyond this point. Council Member Cannon expresses some concerns about the lack of citizen participation in City Council meetings: "If a citizen has a matter that they feel needs to be addressed, they need to come down to speak before the mayor or city council about it, but they often don't. I tell people that if they want to be about change, it's won't happen unless they are part of the process. "

The Role of City Hall

Local Elected Officials

The council-manager form of government gives policy-making authority to the elected council, while operational authority is vested in the manager. The way that Charlotte's local elected officials are engaged in the equity agenda exemplifies the philosophy behind this form of government. Economic Development Director Tom Flynn says, "The Council provides guidance and sets the overall vision." The Council holds a retreat every year where Council priorities and focus areas are set. The focus areas — community safety, housing and neighborhood development, restructuring government, transportation, and economic development — have not

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13 "Model Neighborhood to be Showcased," US Fed News Service, April 11, 2006.

changed since 1990. The focus areas and related council priorities are then used by city staff to formulate performance goals and objectives within each key business area to achieve measurable results.

Watkins, who serves as Key Business Executive of Neighborhood Development, explains the process. "The Council actually sets the strategic agenda at the annual retreat. For example, if you go back and look at what was supposed to happen within Housing and Neighborhood Development for the last several years, the Council basically had a goal of trying to complete 1,000 affordable housing units a year. They give us strategic direction." Once the retreat has been held, the Council monitors outcomes but is not otherwise significantly engaged in the implementation of equity agenda initiatives.

Burch adds, "We have five focus areas in city government that have basically remained the same for about 14 or 15 years now. At first, one focus area was called City within a City. It is now called Housing and Neighborhood Development, but it remains one of the five focus areas for city government. Over the years there have definitely been council members that have helped push it along." Council members engage in the work of the equity agenda through the Housing and Neighborhood Development Committee. Issues come to this committee, and the committee develops recommendations for action by the whole council. For example, city government had never helped with Charlotte's Earned Income Tax Credit campaign that alerted low-income citizens to the possibility of receiving higher tax refunds. Committee Chair Susan Burgess wanted the city to more aggressively support this campaign. As she says, "I got the issue referred to my committee. Committees just can't initiate things. Everything has to be referred by the Council, and I had that referred to my committee. As a result, the city staff is working in a big coalition of what has evolved into financial literacy, with some voluntary agencies, the IRS, and other groups. Now we have two staff people dedicated to it, and in the next budget go-round, I think it's going to be a very, very public initiative." Burgess lists the tools at her disposal for this effort. "We have the bully pulpit. We can educate people. And before the committee got involved, the coalition was going okay, but they just didn't have a way to get the word out. And now we can use city communications. We can talk about it in neighborhood meetings. We can bring a lot of attention to it."

Assistant City Manager Julie Burch appreciates the support that elected officials have given to the equity agenda. "We have a number of council members who are very involved and engaged in it. Our current mayor, Pat McCrory, has been very supportive of it. While he may not be out front

on the agenda, he's definitely going to be one that's asks hard questions about it in terms of what we are getting for our money. Mayor McCrory certainly understands and supports the overall initiative and the importance healthy neighborhoods, as well as the city's role in helping them be that way."

Administrative Staff

The equity agenda is implemented by city staff, primarily in the Housing and Neighborhood Development Key Business Unit, whose mission is "to improve Charlotte's neighborhoods and the lives of the people who live in them. This mission is achieved by delivering quality collaborative and innovative services designed to make every neighborhood a stable neighborhood."[14] In his role as Key Business Executive for Neighborhood Development, Stanley Watkins sees the mission embedded in his annual work plan. "The plan is not just a document. My executive team reviews those numbers each month. I have monthly staff meetings where we go over the business plan; we go over our balance score card each month. We talk about it. We publish this data. People see how we're doing relative to the data that we're looking at." Beyond taking the temperature of the community on his team's progress, Watkins periodically assesses the team members as well. "In addition to my annual customer survey, where I ask people how well we're doing, I also do a climate survey. I ask my employees each year if they understand our mission and what we're trying to do? Do they understand how that relates?"

Watkins could not do this work without the support of City Manager Pam Syfert. He says, "The city manager was part of the visionary leadership who put all these pieces in place." Her support is critical because, while the Housing and Neighborhood Development Division is the home of the equity agenda, the work of the other key business units is also connected to the agenda, and the city manager is the person who enables the connections between key businesses. Describing how the equity agenda impacts all city departments, Burch says, "There's a lot of cross connection and interdependency, in that success in one focus area can be very dependent on the success of another."

Without support from the city manager, the city's key businesses would not enjoy the interconnectedness so crucial to focusing resources in targeted ways. Planning Director Debra Campbell explains, "It took a willing city

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14 http://www.charmeck.org/Departments/Neighborhood+Dev/Home.htm

Ongoing City Hall Programs That Support the Equity Agenda

Small Business Incentives

- The Infrastructure Grant Program provides reimbursement grants to businesses for city required improvements such as landscaping, sidewalks, curb and gutter, and backflow prevention that are triggered by new construction projects along the city's distressed business corridors.
http://www.charmeck.org/Departments/Economic+Development/EDO+Resources/Infrastructure+Grant+Program.htm

- The Business Equity Loan Program stimulated small business investments in targeted areas, creates new service and retail businesses to support targeted neighborhoods, provides low-income people access to business capital, and creates jobs for people living in CWAC areas.
http://www.charmeck.org/Departments/Economic+Development/Small+Business/Equity+Loan+Program.htm

- The Business and Entrepreneurial Skills Training Program provides professional instruction that assists small business owners in managing their businesses more effectively.
http://www.charmeck.org/Departments/Economic+Development/Small+Business/Education+Outreach+and+Training.htm

- The Small Business Enterprise Certification Program certifies eligible small businesses for city contracting opportunities.
http://www.charmeck.org/Departments/Economic+Development/Small+Business/SBE+Certification.htm

Public Safety Services

- Child Development-Community Policing Partners was created in 1996 as a collaborative effort among Area Mental Health (AMH), Department of Social Services (DSS) and

manager to change the psyche and institutionalize a revamped service delivery strategy with resources going to these communities. It took the city manager to force all of us into line saying you will demonstrate that you are contributing and you will demonstrate that you are making a difference.' Without that expectation, I don't know if we would have gotten the optimum attention of our Department of Transportation or Utilities or Fire, for example. But Fire, Police and Engineering are the strongest advocates now."

Financial Resources

The city devotes a variety of financial resources to the agenda, including two bonds for infrastructure improvements, a privately funded but publicly administered housing trust fund, CDBG funds, and other federal dollars. According to Watkins, "One of the most important things that we did

Charlotte-Mecklenburg Police Department (CMPD). The program serves children exposed to violence who are at risk of abuse and neglect.
http://www.charmeck.org/Departments/Police/Patrol+Districts/Freedom+Division/Adam+3+Special+Projects.htm

Wealth and Income Building Initiatives

- The Mayor's Youth Employment Program creates meaningful opportunities for at-risk youth to gain a better understanding of careers, the skill sets and qualifications needed on the job through working in local government, business and industry.
http://www.charmeck.org/Departments/Economic+Development/Workforce/MYEP.htm

- The Mayor's Mentoring Alliance brings together over 50 youth-serving non-profit organizations and 50 local corporations to recruit mentors for at-risk youth.
http://www.charmeck.org/Departments/Mayor/Mentoring+Alliance/Home.htm

- The Housing Trust Fund provides financing for affordable housing in the Charlotte community.
http://www.charmeck.org/Departments/Neighborhood+Dev/Housing+Services/Housing+Trust+Fund.htm

- HouseCharlotte uses federal and city funds to provide 10-year, deferred and forgivable loans to qualified Charlotte residents. The program enables people to purchase homes in one of 87 designated urban neighborhoods by providing down payment assistance, closing costs, and interest rate buy-down assistance to low and moderate-income families.
http://www.charmeck.org/Departments/Neighborhood+Dev/Housing+Services/HouseCharlotte.htm

early on is that we got the City Manager to go along with the Neighborhood Improvement Program which sets aside funding to make comprehensive infrastructure improvements in neighborhoods. When we started, we were putting in about a couple million dollars a year. We had a general bond issue in 1996 where we actually raised $32 million, so we were spending on the average of about $2 to $3 million per neighborhood. That was followed up by another major bond issue of about $35 million dollars in the year 2000 and just last year, we had a $15 million bond issue, all aimed at this comprehensive program."

The business community supported the first bond request in 1996. The cases for subsequent bond requests rested on sophisticated data analysis by the UNC-Charlotte's Urban Institute that showed that in neighborhoods that received infrastructure improvements from the first bond, property

values increased from 22 percent to 65 percent, compared to property value increases of -2 percent to 8 percent in similar neighborhoods that did not receive benefits from the first bond. Moreover, the positive influence of the infrastructural improvements was shown to extend to commercial properties on contiguous streets.[15]

The housing trust fund, a companion program to the bond-financed infrastructure improvement program, is financed through private donations and another bond Burch explains, "We developed a housing trust fund to bring the private financial providers to the table to help us provide a trust fund to go along with the bonds passed by the electorate, thereby leveraging the bond money." The Chamber helped city officials get electoral approval for both the infrastructure and the housing trust fund bonds. Watkins says, "This is another place where the Chamber jumped in. Typically the Chamber and the City of Charlotte work very hard to promote bond campaigns. Their voting committees promoted this as being very good for the city."

Outcomes

People and Places

Each year, Charlotte's Balanced Scorecard Report compiles the balanced scorecard results for each key business. These results summarize outcomes related to the equity agenda as well as other strategic priorities. The city sets overall strategic objectives, which serve as the basis for each key business unit's strategic initiatives. For example, Charlotte has a strategic objective to strengthen neighborhoods, which stems from the housing and neighborhood focus area.

The FY2005 Balanced Scorecard for the city's Neighborhood Development Key Business tracks progress toward four outcome/output measures associated with this strategic objective, including the number of new and renovated housing units completed with city funds, and the number of homeowners created with city funds. The Balanced Scorecard, completed annually, indicates the performance target and the actual performance on each measure. For instance, the number of new and renovated housing units completed with city funds was 426 in FY2002, 1005 in FY2003, 1023 in FY2004, 1319 in FY2005.[16] Balanced Scorecards for the Neighborhood

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15 "What is the Business Case for Investing in Inner-City Neighborhoods?" by Phil Cowherd. Public Management, January/February 2001, pp.12-14.

16 Neighborhood Development Key Business Fiscal Year Business Plans, FY2003, FY2005, FY2006.

Development Key Business not only capture neighborhood-level data, but also data on the number of new or expanded partnerships, with a yearly target of three.

These numbers allow people both within and outside of city hall to measure and understand progress toward equity agenda goals. "By assessing the quality of life in physical, social, safety and economic terms and measuring it every two years, we can demonstrate how the equity agenda is impacting quality of life," explains Planning Director Debra Campbell. "Are we reducing dropout rates? Are we reducing the number of households headed by females? Are we reducing the number of crimes, substandard housing, lack of infrastructure, and so on."

Assistant City Manager Burch focuses on housing stock as a measure of progress in strengthening neighborhoods. "We've definitely improved the housing stock. We've done a lot in code enforcement. Our statistics for this year are really good for that. We've made lots of improvement in the code enforcement area and residents tell us that now, too. We even have our code enforcement information, the status of various cases by address, all online so residents can pull it up and see for themselves where we are on the status of cases." Economic Development Director Tom Flynn cites statistics more appropriate to his area as evidence of quality of life gains. "I see improvements in per capita income or median family income. While there certainly is a spread like the whole U.S. is seeing, some of the areas are moving up the scale with improved income measures."

For the past few years, the city has set an annual target of helping 300 residents become homeowners through the use of city funds. Watkins uses this measure to evaluate success in his key business area. "We do a program called HouseCharlotte Down Payment Assistance and this past year alone, we helped over 300 people purchase a home, giving them down payment assistance or homeowner education, or helping them taking advantage of the WorkFirst or the job link program. Through these programs, people have been able to improve their lives."

Community partners point to other factors as indicators of improved quality of life. Pat Garrett talks about a recent mixed income housing project in one neighborhood that had 25 units available as public housing in a project with 71 single-family homes. "This type of project allows low-income people to have a house that looks just like everybody else's. They're all designed to have porches and similar cottage design, but unless somebody volunteers the information, no one will ever know the difference between a public housing house and a market house." This project has created an

opportunity for low-income people to build equity in their homes while at the same time revitalizing a Charlotte neighborhood.

Chamber President Gray talks about success in terms of another quality of life indicator: increasing property values. "We took the highest crime spot in the state of North Carolina and turned it into one of the safest spots by taking a derelict, totally abandoned shopping center and converting it into a fully leased, thriving shopping center right in one of the worst demographic areas of our city. Another project was a quarter mile long piece of land that was environmentally damaged, with a lot of abandoned buildings that had drug dealing and other antisocial behavior happening, and an abandoned textile plant. We have taken land that had a taxable value of $1.5 million dollars and turned it into a property that's worth $30 million."

Each year, the city manager gives an annual report on the city's performance. Included in this report is a section on strengthening neighborhoods, which lists the successes or accomplishments for that year. Most of these relate to improvements in quality of life, and all draw on performance data in each key business area. For example, the 2004 annual report notes the following accomplishments:

- Housing unit construction and rehabilitation served 1,023 housing units, compared to a target of 1,000 units — achieving 102 percent of the goal.

- Fair Housing education and investigation staff conducted 23 Fair Housing training sessions, investigated 37 complaints and educated 518 people about fair housing practices and protections, an improvement of almost 50 percent over the previous year's total of 352.

- Citywide litter index rating improved over FY2003 from 1.8 to 1.4 as measured by Keep America Beautiful, Inc., which rates cities on a scale of 1 to 4, with 1 representing the highest possible score.

- Targeted cleanups and support of special events in the Central Business District by Solid Waste Services achieved a score of 4.9 out of a possible 5.0 on the annual Center City Performance Survey.

- The City's Neighborhood Development Department and its partners helped 358 families and/or individuals to purchase homes, compared to the goal of 300 — a rate of 120 percent. This increase is attributed in part to the low interest rates throughout FY2004.[17]

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17 http://www.charmeck.org/Departments/City+Manager/Annual+Report/AR04Neighborhoods.htm

By focusing on measurable outcomes for a wide variety of strategic objectives, Charlotte has been able to target its resources on projects and initiatives that increase quality of life in very tangible ways. Using neighborhoods as the unit of measurement in the biennial quality of life survey, Charlotte must focus on improving and sustaining the quality of life in all neighborhoods, and this requires that challenges and opportunities in each community are clearly understood and strategically addressed. As City Council Member Cannon puts it, "The equity agenda has helped to create a more level playing field in terms of balancing and granting to fragile and threatened neighborhoods the same services and needs that stable parts of the community have received." Similarly, Economic Director Flynn says, "When I think of an equity agenda, I think of making sure that phases of developments are occurring throughout our city and not just where the private sector wants it to occur." By consistently meeting and exceeding the performance targets Charlotte has proven the value of its approach to increasing quality of life.

City Hall

Grasping the connections between economic growth, poverty alleviation, neighborhood revitalization and downtown development, Charlotte created a service delivery model that embeds the equity agenda in all aspects of city hall business. Each key business unit has performance targets related to equity. For example, after robberies of Hispanic residents increased 7 percent in 2003, the police department included a performance target of reducing crimes against these residents. Consequently robberies of Hispanics declined 29.73 percent at target locations and 25.53 percent citywide.[18] The Balanced Scorecards of all key business include similar examples.

Charlotte's focus on results forces city hall staff to work cooperatively across key business units. "One of the things we really stress with our employees is that residents don't really care what your badge says – that is, which department you represent," observes Assistant City Manager Burch. "They just want their problem solved. So we very much believe in working in teams and taskforces. For example, we have a very strong community policing orientation in that we bring people from the various key businesses to the table to help solve a community problem. We try to get to the root of the problem as opposed to just taking care of the outward symptoms. This is critical because there is no quick fix to the social and economic problems we are talking about."

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18 http://www.charmeck.org/Departments/City+Manager/Annual+Report/AR04Crime.htm

All city staffers understand the emphasis on results. "As a result of the focus that we place on neighborhood preservation and revitalization, every key department, not only in the city, but also in the county, is held accountable for making a difference in these communities," Campbell says. "We have neighborhood cabinets focused around these communities and we are held accountable for progress. The quality of life indicators report gives us baseline information to understand change in the neighborhoods. Most importantly, it gives us a basis and a rationale for how we deploy our resources. Fragile and threatened neighborhoods get priority for investment of city resources."

Consistent with Charlotte's bottom-line orientation, Campbell notes another important metric: "We not only assess the quality of life, but also the financial impacts in terms of increased tax revenues. We do an analysis that shows the revenue generated from whatever we've done in the neighborhoods. Our elected officials have been advocates because they understand the linkages in terms of economic development and that it's good for the entire community."

By tracking changes in both quality of life and property tax values over time, Charlotte has implicitly adopted a long-term strategy for its economic and community development efforts. The passage of the neighborhood improvement bonds by Charlotte voters enabled the city to make long-term capital investments in neighborhood infrastructure. Community partner Pat Garrett explains the importance of these investments for general quality of life improvements. "The city makes an investment in neighborhoods. It's very important to see a new road. When you see a new road or you see that people are planting shrubs in the median, it says to residents that somebody is paying attention to my neighborhood. I think this is part of equity."

Challenges

Racial Challenges

As in many southern cities, racial history is intimately tied to the equity agenda in Charlotte. In Boundary Crossers, McDougal writes, "The annexation law, low-income housing initiatives and the decision to shift from an at-large to district representation for city council elections were designed to target race and disparity issues."[19] The city's current racial and ethnic

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19 McDougall

challenges largely relate to the increasing ethnic diversity of the area that has accompanied economic growth. According to the Business Plan for Neighborhood Development, "The demographic, ethnic and cultural changes in the city require the staff to handle the challenges of an increasingly complex environment as well as communicating with diverse populations."[20] City Council Member Burgess notes, "Growth is very challenging in every single aspect, but the huge numbers of Hispanics coming to Charlotte with a set of issues that we've never dealt with before is particularly challenging." Burgess adds that these issues sometimes transcend questions of work and pay. "Culturally, there are many different customs that they have to adjust to or we have to adjust to. For example, one family kept chickens in their backyard. The neighbors complained about the roosters crowing, but it turns out that we don't have any kind of ordinance that prohibits chickens."

Pat Garrett, President of the Charlotte-Mecklenburg Housing Partnership, describes another challenge stemming from the growing Hispanic population. "Latinos want to live where somebody understands their language and their culture," Garrett says. "But they're being robbed and they're being taken advantage of. They're victims. It's a policing problem, I think, and the police department has hired a lot of people who speak other languages, particularly Spanish. Everybody's working on it."

Community Building Initiative Director Dianne English voices similar concerns. "We've had a lot of problems with crowds uptown. "Our capacity to respond to growth and changing demographics is being challenged, especially as these changes occur within the reality of historic inequities and existing disparities that track by race — and now ethnicity. Immigration is the latest issue that shines a bright light on the needs of all racial and ethnic communities — the need for employment, health care, housing, public transportation, status, education and protection from discrimination and criminal activity. Connecting people across race and ethnicity and creating more access and inclusion for all groups must be addressed intentional and consistently."

The city and its partners are working on strategies to address the growing diversity in the region. Still, as former City Council Member Sara Spencer says, "The people who talk about race and raise the issues with us are nonprofit groups like the Community Building Initiative (CBI).[21] We have

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20 Neighborhood Development FY2006-07 Business Plan

21 www.communitybuildinginitiative.org

had a whole series of summits of concerned citizens coming together, sometimes 50 or 100 at a time, and sometimes it would go for a few weekends and sometimes it would be spread out over a year. The CBI is ongoing, but the city stopped funding them three years ago, so they are out of the city's loop right now. But the CBI continues to press those kinds of concerns in a structured way." The Community Building Initiative currently serves as process manager for Crossroads Charlotte, a civic engagement initiative funded by the Foundation for the Carolinas and the Knight Foundation.[22] This program involves key community organizations and institutions and is designed to build interracial trust in the community by imagining what Charlotte would look like in 2015 if it followed any one of four different strategic paths for dealing with increasing diversity.[23]

Economic Challenges

Charlotte's economic challenges are more budgetary than systemic: officials committed to the equity agenda are constantly on the lookout for alternative revenue streams to finance government programs. Burch explains, "We're not in crisis economically, but we are definitely at a point where we have reached the limit of what we can do with the property tax. In fact, the city manager recommended a property tax increase for this past budget, but the council wouldn't do it. We haven't raised property taxes for about 18 or 19 years now. We've squeezed every last thing out of what we can do in terms of efficiency efforts and other things." Burch adds that both the city and the county boards recently passed resolutions to study alternative revenue sources to fund both city and county services. Our ability to keep up with growth is really being hampered by our declining revenues."

Increasingly, Charlotte residents outside the central city see targeted investment there as siphoning away resources they need to maintain their own quality of life. The Housing and Neighborhood Development key business unit has to balance the demands of all neighborhoods with its increasingly limited resources. Its most recent business plan notes, "The performance targets generate extreme pressure on the city's organization to achieve these neighborhood success indicators. Achieving these indicators require a combination of strategic investments, resource allocation, and capacity building initiatives, requiring the city organization to continue to focus on neighborhoods and make resource and investment deci-

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22 www.crossroadscharlotte.org

23 http://www.artsusa.org/AnimatingDemocracy/labs/lab_074.asp

sions to support neighborhood development."[24] Assistant City Manager Burch says, "New tourist attractions, new residents, and new sports attractions are putting a lot of pressure uptown for more policing. Meanwhile, we've got neighborhood issues in the inner-city that we have to continue to address, creating a squeeze on where police resources are going to go. We're starting to see more tension between neighborhoods."

Charlotte's strategy of investments as a means to redevelop neighborhoods, when coupled with more limited funds, increases the competition between neighborhoods for services, jeopardizing gains made in some neighborhoods. As Campbell says, "What we're finding is that because we're spending a whole lot of time and resources on revitalization, some neighborhoods that were green have slipped to yellow, which is our threatened color." Watkins agrees, saying, "The most tension that I have results from our targeted investment strategy that creates tension between the haves and the have-nots. Because we are dealing with a limited resource base, we have to make the biggest impact. If you look at a map of what we do, you will see strategically that we work in one neighborhood and get that neighborhood stabilized and we start a spiral effect. We don't jump completely across town." Instead, city leaders work in adjacent neighborhoods so that improvements are concentrated in an area rather than scattered throughout the city.

Jurisdictional Challenges

The biggest jurisdictional challenge facing Charlotte is that the city is approaching the limits of benefits to be gained from annexation. "The challenge that we've all talked for the last five years is what happens when we've reached the limits of annexation, when we just can't go out and grab the next ring of growth," explains Watkins. "We've been able to grow and the City Council has not changed the tax rate or raised the tax rate in about nineteen years, so we've been a beneficiary of the county's growth. Now we're coming to the end of that because we're reaching the limits of our annexation here in Charlotte. Even in this last year's budget, we did have to do some belt tightening." In response, Charlotte officials are working to implement smart growth principles that they adopted in 2001. Officials use capital and land use investments in the core as a catalyst to private growth. They are building a rapid transit system and finding other ways to keep Charlotte as compact as possible and as competitive as possible regionally and globally.[25]

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24 Neighborhood Development FY2006-07 Business Plan

25 http://www.charmeck.org/Departments/Planning/About+Us/Smart+Growth.htm

Sustaining the Agenda

The sustainability of Charlotte's equity agenda is virtually unquestioned. "This is not a fad or an effort — it's how we do business now," says Campbell. "You can talk to our Solid Waste Services Director and any of their staff; you can talk with our Utilities Director and his staff; and you can talk to my staff. And we're all going to have the same level of commitment and rhetoric about what's important in terms of service delivery. It's all about neighborhoods, and particularly it's all about strategic investment in those neighborhoods that need the most help."

Not only is the agenda thoroughly embedded within city government, but in the broader community as well. Says Economic Development Director Tom Flynn, "When you have a chamber of commerce that wants to partner with you and actually wants to take the leadership role in redeveloping some of these areas I think, that speaks very strongly that the agenda has been adopted by the community and is something that everyone recognizes as something we need to do."

Describing the degree to which the equity agenda is institutionalized in Charlotte, Stanley Watkins says, "If I say 'City within a City,' everybody knows what it is. If I say 'stable,' 'threatened' and 'fragile,' they know what it is. It's become the language of how we do business and how we talk about community and how we know where our priorities are. It is embodied in our plans; it's embodied in our strategies. If we are going to be a successful, sustainable city and not one of those cities that actually go through a lot of decline, we have to continue to pay attention to the quality of life in our neighborhoods."

At the same time, Watkins acknowledges that the equity agenda is dependant on the continued support of the politicians because it is not free. "It does cost money to do the kind of service delivery and the investments we do and it is really going to be important that any future leadership in this city support and embrace this concept or to be honest, it will not go anywhere."

Conclusion

Charlotte's equity agenda is unique in the degree to which it permeates all of the services and divisions within city hall. It is impressive because of the unqualified commitment of city staff and elected officials to achieving the aggressive performance targets it sets each year, and the durable partnership between city government and the business community. Charlotte officials understand that city government has unique resources and assets that,

if properly deployed, can be leveraged many times by its partners. They also understand that infrastructure investment in neighborhoods, coupled with capacity building of neighborhood residents, takes a long-term commitment. As Campbell says, "Cities have the opportunity to garner citywide resources that individual agencies are not able to pull together to have the same amount of impact within the same amount of time."

On the importance of city hall taking a leading role, Flynn says, "You've got to have the private sector, you've got to have the public sector engaged and involved, but somebody's got to take the leadership role; somebody with resources to do that has to take the leadership role. The public sector has this ability because they have the resources." Chamber President Gray says, "I think the public dollars can effectively alter the market in a positive way to create private capital flow, and that's what the city has done here. And the city was extremely wise in doing this. The ripple effect from a strategic project in a given depressed area can often turn it around. This kind of investment is the appropriate and best use of public dollars."

Watkins best sums up the philosophy behind Charlotte's equity agenda when he says, "It's the collective quality of life that makes cities competitive or non-competitive. City hall touches all parts of the community. There are not many non-profits big enough to be responsible for 280 square miles. Only city hall can become the spokesperson and begin to help the residents understand why this is important and why we should go forward. City hall basically is the only institution that can stay in place long enough to sustain this kind of work going forward."

NOTE: The research for the Charlotte city story was conducted in August and September of 2005. The names of elected officials and others who were interviewed in this case study are accurate for this period.

Charlotte, North Carolina
Initiative: Charlotte Neighborhood Quality of Life Study

Background

1997: City Within A City (CWAC) Neighborhood Quality of Life Index. Developed with UNC-Urban Institute. Evaluated the quality of life in 73 inner city neighborhoods through an analysis of a wide-ranging set of variables.

These variables created a quality of life index or score for each neighborhood. Individual neighborhoods were labeled "stable", "threatened" or "fragile" based on the cumulative variable scores. Provided a baseline to monitor progress of goals of sustaining and renewing neighborhoods.

2000: Expanded the geographical scope of the earlier inner city analysis. Evaluated the quality of life in 173 neighborhoods, covering the entire city. 19 variables were measured which included areas of social, physical and economic conditions. Offered a citywide baseline for measuring changes in the future.

2002 and 2004: Continued analysis of neighborhoods

2006: Created 2006 Charlotte Neighborhood Quality of Life Report. Incorporated improvements. Mainly shift from earlier nomenclature, "stable", "transitioning" and "challenged". The methodology has not changed. The middle category "transitioning" represents a transitional position between the highest ranking quality of life neighborhood and the lowest ranked neighborhood.

In broad terms, the categories "stable," "transitioning," and "challenged" reflect community conditions relative to other **NSAs (Neighborhood Statistical Areas)**. As a measure for separating local inter-NSA quality of life, the terms translate into the following broad standards.

- **Stable**: NSAs that exhibit few neighborhood scale problems. These are neighborhoods that score high on the social, physical, crime, and economic dimensions.
- **Transitioning**: These are NSAs that are around average on most dimensions, but also display a weakness on one or more of the dimensions. This pattern may be signaling a shift in the overall NSA quality of life. Transitional status can indicate an improving or declining position, relative to other Charlotte NSAs.
- **Challenged:** Challenged NSAs generally have low to moderate scores on some or all quality of life dimensions. A challenged neighborhood has a lower quality of life than other communities in Charlotte and is "at risk" on multiple dimensions.

How They Do It

- The Neighborhood Quality of Life Study uses data from 20 subjects -- such as rates of violent crime, school dropouts, home ownership and eligibility for food stamps -- to measure 173 Charlotte neighborhoods' overall quality of life.
- Neighborhoods' categorizations -- stable, transitioning or challenged -- aren't determined against a fixed standard. Rather, they're compared to the statistical averages among all neighborhoods.
- This year, the study includes a gauge for each neighborhood that shows whether the overall quality of life since the 2002 study has improved, stayed the same or gotten worse -- regardless of category.

What Determines Quality of Life?

The study uses 20 criteria to gauge the quality of life in neighborhoods.

- Social Dimension
- Percentage of residents over 64
- Average kindergarten score
- Dropout rate
- Percentage of children passing competency exams
- Percentage of births to adolescents
- Youth opportunity index (accessibility to recreation, preschool and after-school programs)
- Physical Dimension
- Appearance index (number of violations of city appearance code)
- Housing Code index (number of violations of city housing code)
- Percentage of homeowners
- Projected infrastructure improvement costs
- Percentage of residents with access to public transportation
- Percentage of residents with access to basic retail outlets
- Pedestrian friendliness index (amount of sidewalks)
- Crime Dimension
- Violent crime rate
- Juvenile arrest rate
- Property crime rate
- Crime hot spots
- Economic dimension
- Percentage of residents receiving food stamps
- Percentage change in income
- Percentage change in home value

Charlotte Neighborhood Quality Of Life Study 2006

In 1997, the Neighborhood Assessment was followed by the City Within A City (CWAC) Neighborhood Quality of Life Index. This study evaluated the quality of life in 73 inner city neighborhoods through an analysis of a wide ranging set of variables.

In turn, these variables were aggregated into social, physical, crime, and economic dimensions that were combined to create a quality of life index or score for each neighborhood. Individual neighborhoods were labeled "stable," "threatened," or "fragile," based upon the cumulative variable scores. The data presented in the report offered a baseline of information that enabled the city to carry out an ongoing review of neighborhood level quality of life. The index study was intended to serve as a benchmark, a first step in an ongoing program to monitor progress toward the goals of sustaining and renewing the neighborhoods of CWAC.

In 2000, the Charlotte Neighborhood Quality of Life Study expanded the geographical scope of the earlier inner city analysis. It evaluated the quality of life in 173 neighborhood statistical areas (NSAs) covering the entire city and the city's Sphere of Influence. The 2000 study constructed an index measurement using 19 locally based variables that measured neighborhood social, physical, and economic conditions. The most important improvement of this study was that it offered a citywide baseline for measuring cumulative and individual changes in NSAs in the future.

The Charlotte Neighborhood Quality of Life studies in 2002 and 2004 closely followed the framework and format of the 2000 report. The composition of study variables changed slightly in order to strengthen the rigor of the statistical analysis.

The 2006 Charlotte Neighborhood Quality of Life Report replicates and builds upon the research framework established in the two previous iterations of this process. However, it also incorporates selective improvements. The most apparent shift from earlier neighborhood quality of life studies is a new nomenclature for labeling NSAs. The terms "stable," "threatened," and "fragile" which were used in every report since 1993 are changed to "stable," "transitioning," and "challenged". The research methodology used to classify NSAs has not changed. The shift in labels was made in order to better describe the research findings. In particular, the middle category represents a transitional position between the highest ranking quality of life NSAs and the lowest ranked NSAs.

The replacement of the term "fragile" with "challenged" is similarly based upon a better descriptive label. The meaning of "fragile" in the context of quality of life definitions is somewhat imprecise. It also implies a static condition. In contrast, the descriptor "challenged" conveys a community that is experiencing lower than average quality of life, but is not permanently fixed in a substandard position. Indeed, NSAs have moved from this lowest position to a "stable" category.

This type of improvement is difficult to achieve, however, it is a goal that all neighborhood and community leaders are striving to achieve.

A second change from the earlier quality of life reports is a more detailed analysis of NSAs change over time. Previous reports provided a process for comparing individual NSAs to other NSAs, as well as, to citywide averages for individual analytical variables. This report continues to offer detailed intra-neighborhood analysis, but expands the level and detail of the information. So that, it examines changes in neighborhood rankings and features an expanded section showing the direction of NSA changes during the past four years.

As in past reports, the 2006 report includes a neighborhood profile page for each NSA. The profile includes quality of life rankings, background statistics, and the individual descriptive data for each of the 20 variables used in the quality of life analysis along with their comparable citywide data.

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Stable, Transitioning and Challenged Neighborhoods

The Charlotte Neighborhood Quality of Life research model is built around a comprehensive assessment of community level quality of life. Within this framework, the individual variables are organized into four dimensions: social, physical, crime and economic.

In turn, these dimensions are aggregated into a cumulative quality of life index.

Based upon this numeric value, NSAs are classified into three groups: "stable," "transitioning," and "challenged". Arranging the NSAs into categories is a useful approach for creating a general template that can convey the idea of quality of life at a small, localized scale. Moreover, it permits a comparison of the quality of life between NSAs, as well as, within the entire city. However, this general three part categorization formula should only be used to assess a generic level of need in a community. Each NSA is unique. Accordingly, each NSAs score on an individual dimension and individual variables should be regarded as more useful to assessing the specific conditions and needs of that NSA.

In broad terms, the categories "stable," "transitioning," and "challenged" reflect community conditions relative to other NSAs. As a measure for separating local inter-NSA quality of life, the terms translate into the following broad standards.

Stable: NSAs that exhibit few neighborhood scale problems. These are neighborhoods that score high on the social, physical, crime, and economic dimensions.

Transitioning: These are NSAs that are around average on most dimensions, but also display a weakness on one or more of the dimensions. This pattern may be signaling a shift in the overall NSA quality of life. Transitional status can indicate an improving or declining position, relative to other Charlotte NSAs.

Challenged: Challenged NSAs generally have low to moderate scores on some or all quality of life dimensions. A challenged neighborhood has a lower quality of life than other communities in Charlotte and is "at risk" on multiple dimensions.

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Variable Terms and Definitions used in the Quality of Life Study

Percent of Persons over 64-The proportion of the population that is 65 years and older represents the Aged Dependency Ratio.

Average Kindergarten Scores-An average achievement score was calculated for each kindergarten student at the end of the year. These achievement scores were averaged from math and verbal scores.

Dropout Rate-Percentage of high school students that dropped out of school.

Percent of Children Passing Competency Exams-Percentage of ninth and tentht grade students that passed the required competency exams.

Percent of Births to Adolescents-Percent of children born in 2004 to women 18 years and younger.

Youth Opportunity Index-A measure of the potential opportunities for youth to get involved in extra-curricular activities within the neighborhood.

Violent Crime Rate-The level of violent crime in each neighborhood as compared with the level of violent crime in the City of Charlotte.

Juvenile Arrest Rate-The level of juvenile crime in each neighborhood as compared with the level of juvenile crime in the City of Charlotte.

Property Crime Rate-The level of property crime in each neighborhood as compared with the level of property crime in the City of Charlotte.

Crime Hot Spots-Areas in neighborhoods that have high concentration of violent crime, defined using GIS Grid applications.

Appearance Index- A ten percent sample of appearance violations was used to calculate the appearance violation rate for each neighborhood.

Percent Substandard Housing-Percent of housing units in a neighborhood rated as deteriorated or dilapidated by the Charlotte Housing Survey.

Percent Homeowners-Percentage of all residential units that were owner-occupied in 2005.

Projected Infrastructure Improvement Costs-An estimate of construction costs for sidewalk, curb and minor drainage only, not including any funds for the repair or installation of major drainage systems. Estimates are for each neighborhood.

Percent of Persons with Access to Public Transportation-The percentage of neighborhood residents who live within walking distance (1/4 mile) of public transportation bus stop, defined using the Charlotte Area Transit System.

Percent of Persons with Access to Basic Retail Facilities-The percentage of neighborhood residents that are within walking distance (1/4 mile) to a grocery store and/or a pharmacy.

Pedestrian Friendliness Index-An index of pedestrian friendliness based on the total length of sidewalks in each neighborhood as compared to the total length of the streets. Index values could rank from 0-2.0.

Percent of Persons Receiving Food Stamps-The percent of persons in a neighborhood who, as of July 2005, are receiving food stamps.

Percent Change in Income-Percent increase or decrease in median household income per year from 2000 to 2005.

Percent Change in House Value - Percent increase or decrease in residential house value per year from 2003 to 2005.

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Charlotte•com

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Quality of life

New study details changes

in city's neighborhoods

GREG LACOUR
glacour@charlotteobserver.com

A healthy neighborhood is beginning to age and suffer.

A poor, once drug-infested neighborhood is showing signs of rebirth.

Yet another putters along quietly, but residents wonder which way it's heading.

They're three neighborhoods in Charlotte, and they offer three distinct pictures of the growing city.

The three, with 170 other neighborhoods, are included in UNC Charlotte's 2006 Neighborhood Quality of Life Study, released Tuesday. The study, done every two years, uses social and economic factors to determine the quality of life in each neighborhood, and the city as a whole.

Depending on what the data show, the study designates each neighborhood stable, transitioning or challenged -- essentially, good, middling or distressed.

The study shows the city is improving in key areas, officials said. Yet there's plenty of variation within the city, in its neighborhoods. Their fates, like the city's, change with circumstance and time.

Signs of decay: Harris-Houston

The neighborhood was just what Mary Kegley wanted when she moved in 16 years ago with her husband, Butch, and two young children.It lay just northeast of Charlotte, in an unincorporated area, and had both a rural feel and proximity to the city. Coming from Texas and moving into the brand-new Shelton subdivision, the Kegleys thought they'd found the perfect place.

The Harris-Houston neighborhood is still a good place, but decay has begun to creep in, Kegley said.

It's hard to pinpoint why, but as the northeast corridor has boomed, Harris-Houston has begun to show its age. Traffic has gotten worse with the nearby Interstate 485 exit, Kegley said, and the proximity of UNCC means plenty of college students looking for inexpensive places to rent. Increasingly, they're renting near the Kegley home.

Kegley used to be active in the Harris-Houston Neighborhood Association, but in recent years, the neighborhood's original homeowners have begun to sell or rent out their homes. The association has fallen apart.

"That kind of brings things down, because (renters) don't have the respect of ownership," she said. "And that's kind of sad."

It's not all bad for the neighborhood, which the Quality of Life Study still ranks stable; the city annexed it in the mid-1990s. But its social and economic indicators are trending down, with increases in crime and code enforcement violations.

The Kegleys plan to wait until their younger of two daughters, Erin, graduates in May from Vance High. Then they'll start looking at houses in Cornelius and Mooresville.

There, "you get a lot of land for your money, there's not as much crime, it's not as developed," Kegley said. "It'd be kind of like starting over."

On the rise: University Park

For years, Hattie Anthony and her neighbors could be forgiven for thinking the University Park neighborhood had been forgotten.

By the early 1990s, the modest cluster of homes just off Beatties Ford Road and just south of Interstate 85 was one of the city's highest-crime areas. Drug dealers crowded street corners. It was galling to Anthony, who declined to give her age but has roots in University Park dating back to 1954.

Although University Park still isn't what Anthony and her neighbors hope it'll become -- the study classifies it as challenged -- it's starting to revive.

Household income and home values are still low compared with the rest of the city, and the neighborhood's overall population is both shrinking and graying: 35 percent of residents are 65 or older, and nearly one in four qualifies for food stamps.

But the school dropout rate has fallen, and the overall crime rate, especially among juveniles, has dropped, too. Anthony, a former president of the University Park Neighborhood Association, credits partnerships among residents and Charlotte-Mecklenburg police officers. "I think we've done an excellent job of reducing that kind of open-air drug market," she said.

In recent years, she said, the association has pushed for such amenities as streetlights, curb-and-gutter and sidewalk improvements, and worked with churches and nonprofits to help boost small businesses along Beatties Ford, the neighborhood's eastern boundary.

"This neighborhood, and some others along Beatties Ford Road, have always had very strong neighborhood associations, people who are very politically savvy and well-connected, people who are willing to fight for what they think the neighborhood deserved," Anthony said. "We as African Americans have had to fight for a lot of things we now enjoy, and this is no different."

Below the radar: Colonial Village

A few years ago, Thomas and Jessica Gathings wanted to help start a Colonial Village Neighborhood Association. The new homeowners quickly found an impediment: Plenty of residents didn't know their neighborhood was called Colonial Village.The longer the Gathingses lived there, the more the anonymity made sense. It's an easy neighborhood to miss, a pocket of homes and about 1,200 people off South Boulevard. When the Gathingses looked to buy a house five years ago, they checked Dilworth, but the prices were too high.

Then they found Colonial Village. Their house was affordable, and the surrounding streets were quiet but near South End and the interstates.

"I think it's worked well for us, kind of flying under the radar, as far as living in a great house for a great price near great people," said Jessica Gathings, 29; her husband is 31.

Colonial Village is smack in the Quality of Life Study's middle: It's classified transitional, and its data since 2002 have remained constant. It's the kind of neighborhood, dating back to the 1950s and '60s, that planners worry might get left behind in Charlotte's boom, since it lies between the high-density city center and the fast-growing outer loop.

But the Gathingses aren't terribly worried. Most residents are longtime homeowners. The crime rate is negligible, and the poverty rate is low.

The neighborhood association, with Gathings currently president, has started a neighborhood watch program and meets regularly to talk about the future -- the effects, for instance, of the planned South Boulevard light-rail line.

When they moved in, Gathings said, longtime residents sensed that the neighborhood was in transition, and that it could falter as easily as it could rise. "We just wanted to make sure," she said, "it headed in the right direction."

How They Do It

• The Neighborhood Quality of Life Study uses data from 20 subjects -- such as rates of violent crime, school dropouts, home ownership and eligibility for food stamps -- to measure 173 Charlotte neighborhoods' overall quality of life.

• Neighborhoods' categorizations -- stable, transitioning or challenged -- aren't determined against a fixed standard. Rather, they're compared to the statistical averages among all neighborhoods. Some City Council members have criticized the practice as misleading, since a neighborhood could potentially fall to a lower category even if its data showed it improved, or vice versa.

• This year, the study includes a gauge for each neighborhood that shows whether the overall quality of life since the 2002 study has improved, stayed the same or gotten worse -- regardless of category.

Other Neighborhoods

Five other neighborhoods whose status changed from 2004 to 2006, and what data from 2000 to 2006 show: Wesley Heights

(neighborhood No. 20; stable in 2004, transitioning in 2006)

By some measures, such as crime and dropout rates, the neighborhood has improved since 2000. But other key indicators are trending downward -- such as percentage of residents with access to public transportation and retail.

Double Oaks (neighborhood No. 34; threatened in 2004, stable in 2006)

The neighborhood improved significantly in such measures as dropout rate, percentage of students passing competency tests, percentage of substandard housing and juvenile crime rate.

Commonwealth (neighborhood No. 52; stable in 2004, transitioning in 2006)

The neighborhood's dropout, violent crime and substandard housing rates rose from 2000 to 2006.

Sedgefield (neighborhood No. 68; threatened in 2004, stable in 2006)

The neighborhood improved mainly on the social front, with drops in the dropout rate and rate of births to minors and a sharp rise in the percentage of students passing competency tests.

Sunset Road (neighborhood No. 121; stable in 2004, transitioning in 2006)

The violent, juvenile and property crime rates rose, as did the percentage of residents receiving food stamps.

What Determines Quality of Life?

The study uses 20 criteria to gauge the quality of life in neighborhoods.

Social Dimension

Percentage of residents over 64

Average kindergarten score

Dropout rate

Percentage of children passing competency exams

Percentage of births to adolescents

Youth opportunity index (accessibility to recreation, preschool and after-school programs)

Physical Dimension

Appearance index (number of violations of city appearance code)

Housing Code index (number of violations of city housing code)

Percentage of homeowners

Projected infrastructure improvement costs

Percentage of residents with access to public transportation

Percentage of residents with access to basic retail outlets

Pedestrian friendliness index (amount of sidewalks)

Crime Dimension

Violent crime rate

Juvenile arrest rate

Property crime rate

Crime hot spots

Economic dimension

Percentage of residents receiving food stamps

Percentage change in income

Percentage change in home value

How They Stack Up

Some of the key indicators for the Harris-Houston, University Park and Colonial Village neighborhoods compared with the city averages:

City

Population: 656,983

Median household income: $46,082

Average home value: $192,844

Dropout rate: 4.2 percent

Percentage of homeowners: 54.5 percent Harris-Houston (neighborhood No. 135)

Population: 7,331

Median household income: $55,331

Average home value: $120,659

Dropout rate: 3.3 percent

Percentage of homeowners: 45.6 percent University Park (neighborhood No. 43)

Population: 1,272

Median household income: $30,663

Average home value: $62,833

Dropout rate: 3.1 percent

Percentage of homeowners: 74 percent Colonial Village (neighborhood No. 71)

Population: 1,199

Median household income: $55,999

Average home value: $146,171

Dropout rate: 6.5 percent

Percentage of homeowners: 58.7 percent


Greg Lacour: 704-358-5067
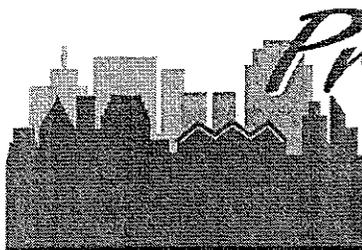
Neighborhood Quality of Life Assessments

Charlotte, North Carolina

Purpose: Charlotte's Neighborhood Quality of Life Assessments provide vital data as a public policy tool that enables this city of 600,000 to better target public investment and better respond to community development issues. Designed to improve the city's neighborhoods and residents' lives, the assessments help city officials plan where to deploy police and social workers, adjust public transportation routes, and address other critical issues affecting the quality of life in Charlotte's neighborhoods.

City of Charlotte
2004 Neighborhood
Quality of Life Rankings

Rankings
Stable   N=92
Transitioning N=54
Challenged   N=27
Non-Residential Areas
CWAC Boundary

CHARLOTTE

Background: In the early 1990s, the Charlotte-Mecklenburg County Planning Department raised concerns that if the city's inner core failed to develop and keep pace with growth in Charlotte's thriving outlying areas, it would threaten the city's overall quality of life and growth. Planners selected data from 20 social and economic categories in the 1990 U.S. Census, and used this material to assess 73 inner-city neighborhoods. This information was used to strategically deploy city resources to those areas considered fragile.

After a few years, the census information was deemed insufficient and outdated. The University of North Carolina at Charlotte (UNC – Charlotte) was brought into the process in 1997 to expand the amount of information collected on the local level. Owen Furuseth, university Associate Provost for Metropolitan Studies and Extended Academic Programs, and his research team evaluated the

NLC's Municipal Action to Reduce Poverty Project is exploring innovative approaches that municipal governments can take to promote equity — social, economic, racial and political.

National League of Cities
www.nlc.org
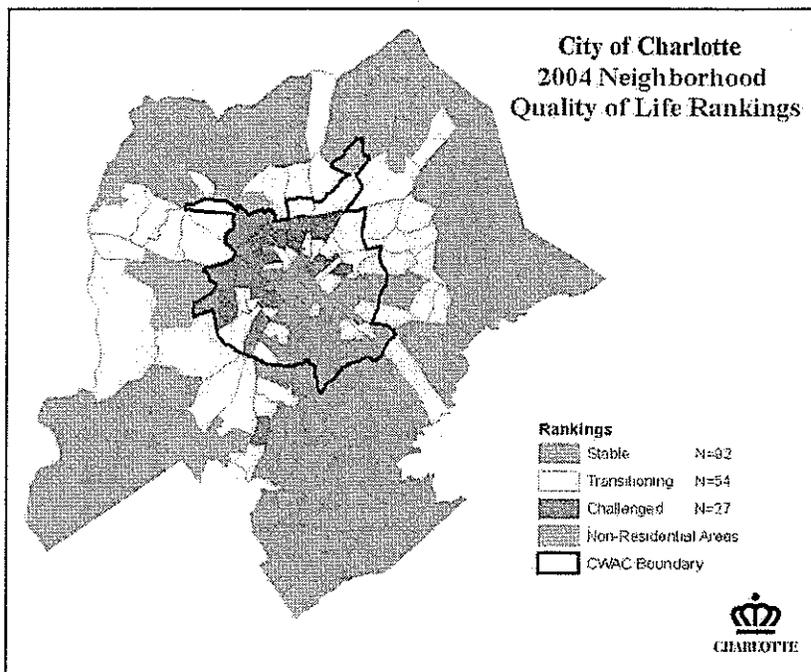
assessment process. They found it an effective policy tool, and recommended going directly into neighborhoods to collect data.

The UNC team, modeling its effort on studies used in Pasadena, California, and Seattle, Washington, developed a list of 28 variables that fell into four categories – the social dimension, economic dimension, physical dimension, and crime dimension.

Since 1997, Charlotte has expanded its data collection and analysis effort from 73 neighborhoods to the entire city, including areas destined for future annexation. There are now 173 Neighborhood Statistical Areas ranging from approximately 400 to 6,000 residents, although the number of information categories has been reduced. Local government agencies routinely collect data for the studies.

Description: The Neighborhood Quality of Life assessments to evaluate Charlotte's neighborhoods are conducted every two years. This data is converted into three neighborhood-ranking categories: stable, transitioning and challenged.

The university research team works with a number of Charlotte and Mecklenburg County agencies to gather and analyze data from the neighborhoods. Other partners in the studies are Neighborhood Development Key Business, the Charlotte-Mecklenburg Planning Commission, Charlotte-Mecklenburg Police Department, Mecklenburg County Department of Social Services, Mecklenburg County Health Department, the Charlotte-Mecklenburg School System, and the Charlotte Department of Sanitation. Neighborhood Development Key Business administers the city's HUD grants, is responsible for enforcement for housing and health and sanitation codes, facilitates new housing resources for single-family and multi-family developments, and develops organizational capacity and leadership in the city's neighborhoods. Each participating agency is represented on the steering committee in charge of the quality of life assessments.

The data collected includes information such as access to basic shopping, home ownership, income change, and success of schools – all information that helps determine whether a neighborhood is livable. This is entered into a geographic information system (GIS) computer program containing all of the city's street addresses and maps. GIS makes it possible to look at relationships between different layers of data, and puts it into a format that is workable for users such as elected officials, public employees, citizens, and citizen groups. The results are made available both in print and on a web site.

Funding: The Neighborhood Quality of Life assessments are funded by the City of Charlotte and its partner agencies and organizations.

Accomplishments: Some neighborhoods originally identified as challenged have improved and reached stability, thanks to city and county efforts to address their issues in a strategic manner. Parks and sidewalks have been built, transportation routes adjusted, and anti-crime efforts targeted as a result of information gathered in the assessments.

Stanley Watkins, Key Business Executive in Neighborhood Development, adds that none of the original 73 inner-city neighborhoods has declined since the assessments and follow-up efforts began.

Area charities realigned some of their efforts in order to target neighborhoods that are categorized as transitioning or challenged. The assessments empower residents as well. Neighborhood organizations use current assessment data when lobbying for public services or addressing problems in their communities.

Charlotte's Neighborhood Quality of Life program received an award in July 2002 from the Bertelsmann Foundation in Germany as part of its International Project on Quality of Life Indicators.

Assessments modeled after the one developed by UNC-Charlotte are now used in Edmonton, Alberta in Canada and Chesapeake, Virginia.

Contact:

Owen Furuseth
Associate Provost for Metropolitan Studies and Extended Academic Programs
University of North Carolina at Charlotte
9201 University City Boulevard
Charlotte, NC 29223
ojfuruse@email.uncc.edu

Stanley D. Watkins
Key Business Executive
City of Charlotte
Neighborhood Development Key Business
600 East Trade Street
Charlotte, NC 28202
swatkins@ci.charlotte.nc.us

Neighborhood Profile Area

2

Quality of Life Study
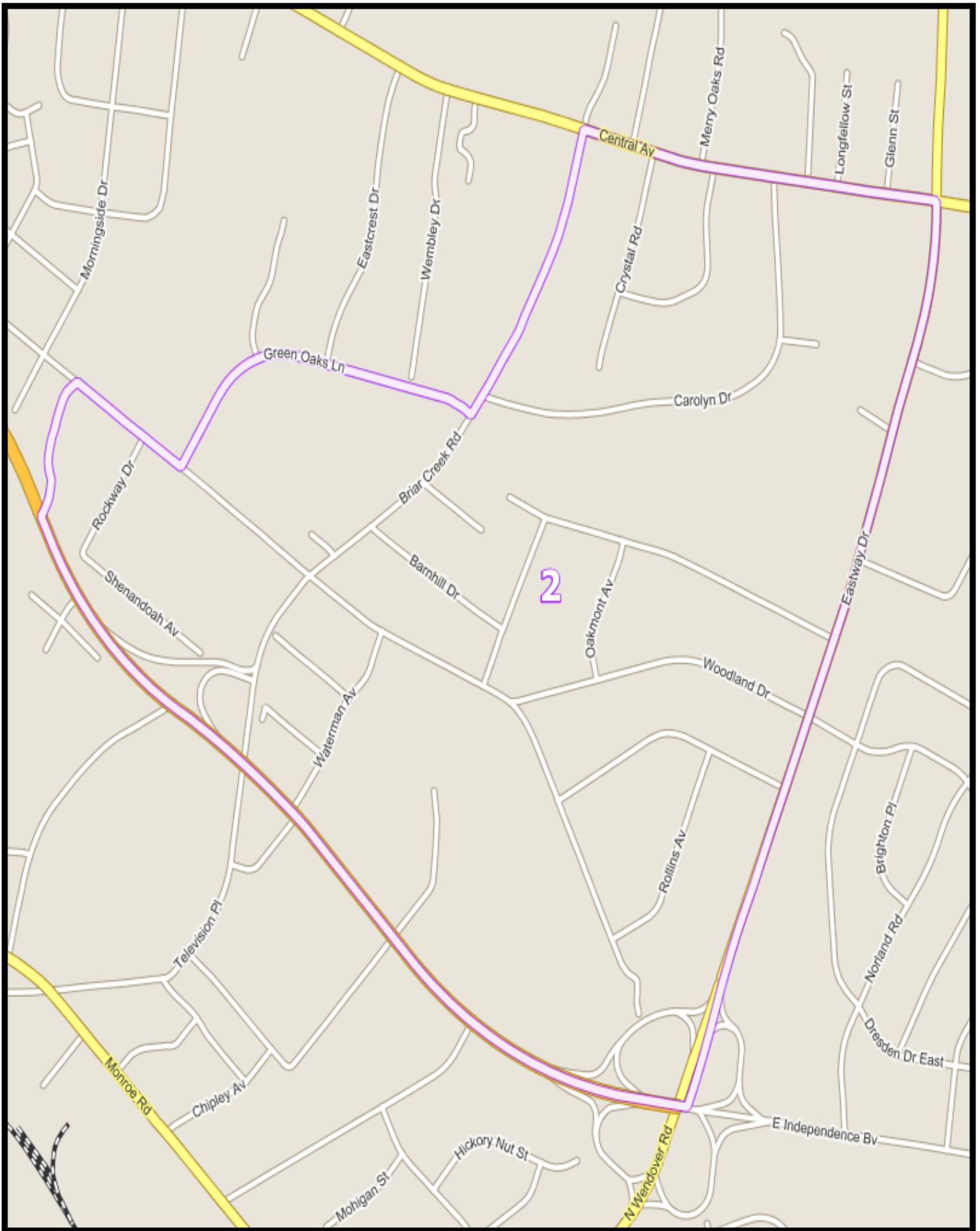
411 Area (in acres)
County Average: 752.261

What is this Indicator?
Physical size of each Neighborhood Profile Area (NPA).

Why is this Important?
The size of a NPA is best used as a profile variable for analysis with population, density, and land use data.

About the Data
The size of each NPA is calculated using ArcGIS, a geographic information system for working with maps and geographic information. ArcGIS is used for: creating and using maps; compiling geographic data; analyzing mapped information; sharing and discovering geographic information; using maps and geographic information in a range of applications; and managing geographic information in a database.

UNC Charlotte Metropolitan Studies, 2011.

94.8% Developed Tax Parcels
County Average: 85.412%

What is this Indicator?
Percentage of tax parcels developed by land area for each Neighborhood Profile Area (NPA).

Why is this Important?
Calculating the percentage of developed land is useful when compared to the type and density of uses that exist in a neighborhood for future land use planning.

About the Data
Tax parcel areas, regardless of size, with a taxable structure of any kind, are summarized to the NPA geography and divided by the land area of the NPA. Infrastructure development is not included. Any tax parcels with a structure that is taxed is considered developed, regardless of zoning. Data does not represent impervious surface or metric used for environmental measures.

Charlotte-Mecklenburg Planning Department

9.2% Ethnicity- Hispanic/Latino
County Average: 11.695%

What is this Indicator?
Percentage of Neighborhood Profile Area (NPA) population self-identified as Hispanic.

Why is this Important?
Information on race/ethnicity is required for many Federal programs and is critical in making policy decisions, particularly for civil rights. Race/Ethnicity data also are used to promote equal employment opportunities and to assess disparities in health and environmental risks.

About the Data
Hispanic/Latino population divided by the total population.

U.S. Census, 2010

30 Median Age of Residents
County Average: 35.342

What is this Indicator?
Median age of residents for each Neighborhood Profile Area (NPA).

Why is this Important?
The median age of residents in a Neighborhood Profile Area (NPA) provides an indication of its character, including the resources and the services it may need. For example, an NPA with aging residents may need services or housing to help residents age in place. In contrast, a younger population could need help with educational or employment resources. According to the U.S. 2010 census the median age in North Carolina is 37.4.

About the Data
The median age of residents for each NPA using Block Group geography. Census block groups are the second smallest unit of measure used in the decennial Census. Only the census block is smaller. A block group is a cluster of census blocks within the same census tract. The average block group contains 39 blocks comprising between 600 and 3,000 people, with an optimum size of 1,500 people.

American Community Survey, 2006-2010. The data is a five year sample for the years 2006 to 2010.

2039 Population
County Average: 1986.238

What is this Indicator?

Total Neighborhood Profile Area (NPA) population.

Why is this Important?

Total population is a baseline measure that indicates the number of people living in an NPA.   It is used to calculate density, and other per capita data.Trends in population show where the community is growing and where it is decreasing, which can help the City, County and Towns as well as other services providers know where infrastructure and other services may be needed.The 2010 Census reported 308.7 million people in the United States, a 9.7 percent increase from the Census 2000 population of 281.4 million.

About the Data

Provides the population based on the 2010 Census for each NPA using Block Group geography. Census block groups are the second smallest unit of measure used in the decennial Census. Only the census block is smaller. A block group is a cluster of census blocks within the same census tract. The average block group contains 39 blocks comprising between 600 and 3,000 people, with an optimum size of 1,500 people.

U.S. Census, 2010

0.2% Population in Group Quarters
County Average: 1.674%

What is this Indicator?

Percentage of Neighborhood Profile Area (NPA) population living in Group Quarters

Why is this Important?

Group Quarters are places where people live or stay, in a group living arrangement that is owned or managed by an entity or organization providing housing and/or services for the residents. These services may include custodial or medical care, as well as other types of assistance, and residency is commonly restricted to those receiving these services. People living in GQs usually are not related to each other. Group Quarters include such places as college residence halls, residential treatment centers,skilled nursing facilities, group homes, military barracks, correctional facilities, workers' dormitories, and facilities for people experiencing homelessness.

About the Data

Population living in group quarters divided by the total population.

U.S. Census, 2010

100% Public Transit Proximity
County Average: 77.099%

What is this Indicator?

Percent of housing units within a half mile of a transit stop for each Neighborhood Profile Area (NPA).

Why is this Important?

Residents in neighborhoods with transit services nearby have more opportunities to use alternate forms of transportation. Benefits of public transportation include reducing the expenses of owning and operating a private vehicle and environment benefits such as improving air quality and reducing congestion.

About the Data

The number of units within a half?mile of a transit stop in each NPA divided by the number of housing units in each NPA. Transit modes include local bus, express bus and light rail.

Charlotte Area Transit System, 2011; Mecklenburg County Tax Parcels, 2011.

1.5% Race - Asian
County Average: 4.616%

What is this Indicator?

Percentage of Neighborhood Profile Area (NPA) population self-identified as Asian.

Why is this Important?

Information on race is required for many Federal programs and is critical in making policy decisions, particularly for civil rights. Race data also are used to promote equal employment opportunities and to assess racial disparities in health and environmental risks.

About the Data

Asian population divided by the total population.

U.S. Census, 2010

34.3% Race - Black or African American
County Average: 31.846%

What is this Indicator?

Percentage of Neighborhood Profile Area (NPA) population self-identified as Black or African American.

Why is this Important?

Information on race is required for many Federal programs and is critical in making policy decisions, particularly for civil rights. Race data also are used to promote equal employment opportunities and to assess racial disparities in health and environmental risks.

About the Data

Black or African American population divided by the total population.

U.S. Census, 2010

4.7% Race - Some Other Race
County Average: 5.98%

What is this Indicator?

Percentage of Neighborhood Profile Area (NPA) population self-identified as Some Other Race.

Why is this Important?

Information on race is required for many Federal programs and is critical in making policy decisions, particularly for civil rights. Race data also are used to promote equal employment opportunities and to assess racial disparities in health and environmental risks.

About the Data

Some Other Race population divided by the total population.

U.S. Census, 2010

56.2% Race - White or Caucasian
County Average: 54.888%

What is this Indicator?

Percentage of Neighborhood Profile Area (NPA) population self-identified as White or Caucasian population.

Why is this Important?

Information on race is required for many Federal programs and is critical in making policy decisions, particularly for civil rights. Race data also are used to promote equal employment opportunities and to assess racial disparities in health and environmental risks.

About the Data

White or Caucasian population divided by the total population.

U.S. Census, 2010

3.1% Change in Residential Property Value
County Average: 1.082%

What is this Indicator?

Percentage change in residential property value for each Neighborhood Profile Area (NPA).

Why is this Important?

Higher increases in value indicate a market that values a neighborhood's amenities, while decreasing values may indicate some level of neighborhood distress. High increases rewards homeowners with increased equity and wealth, but can also make it challenging for those with fixed or limited incomes to remain in place.

About the Data

The total assessed value for residential housing units in 2011 minus the total assessed value for residential housing units in 2003 divided by the total assessed value for residential housing units in 2003 for each Neighborhood Profile Area (NPA). NPAs with less than 5 qualifying properties were classified as N/A. Residential housing units include condominiums, single-family detached units and townhouses. Pearson's Appraisal Service identified that some neighborhoods needed to be reassessed. Based on these findings, the County will reassess the value of property in complex areas, particularly pre-1980 heterogeneous neighborhoods, to ensure equity which may change the values represented in this variable.

Mecklenburg County Tax Parcels as of April 2012.

$34,768 Median Household Income
County Average: $61,973

What is this Indicator?
Median household income of each Neighborhood Profile Area (NPA).

Why is this Important?
The median household income provides an indication of how well people are doing financially in a neighborhood.Lower wage earners may have higher percentages of their income devoted to consumption and less for saving, making them less resilient in economic downturns. Higher wage earners may have more of their income available for consumption and more savings that can enable them to be more resilient in economic downturns. Total disposable income is a function of both consumption and population. Service providers and retailers look at income levels to help them locate their services. According to the Census Bureau the federal poverty threshold for a family of four was $22,350 in the lower 48 states. The median household income in Charlotte for a family of four was $65,036.

About the Data
The median household income for each neighborhood profile area. The amount is inflation adjusted for 2010.

American Community Survey, 2006 to 2010. The data is a five year sample for the years 2006 to 2010.

12.3% Persons Employed 6 Months or Less
County Average: 9.459%

What is this Indicator?
Percentage of Workforce Age 16-64 working less than 26 weeks in the past year.

Why is this Important?
Information on unemployment is not available at the neighborhood level. Therefore,the Percentage of Persons Employed 6 Month or Less in combination with Percentage of Persons Working 35 Hours or Less serve as proxies to examine potential employment issues in the community. According to the Bureau of Labor Statistics, the unemployment rate in North Carolina declined from 11.4% in January 2010 to 10.6% in December 2010.

About the Data
The sum of the workforce age population working less than 26 weeks divided by the workforce age population who worked any time within the last 12 months. N/A includes Neighborhood Profile Areas (NPAs) where there were no workforce age individuals. The workforce population is defined as persons 16?64 years of age.

American Community Survey, 2006 to 2010. The data is a five year sample for the years 2006 to 2010.

41.5% Persons Working 35 Hours or Less
County Average: 48.45%

What is this Indicator?
Percentage of persons not working full time for each Neighborhood Profile Area (NPA).

Why is this Important?
Information on unemployment is not available at the neighborhood level. Therefore, Percentage of Persons Working 35 Hours or Less a week in conjunction with Percentage of Persons Employed 6 months or Less serve as proxies to examine potential employment issues in the community. In some communities, individuals choose to work less than full-time, in others they are unable to find full-time work. Analyzing the characteristics of our workforce through persons not working full time helps us understand a community's economy. According to the Bureau of Labor Statistics, the unemployment rate in North Carolina declined from 11.4% in January 2010 to 10.6% in December 2010.

About the Data
The sum of the workforce age population working less than 35 hours and 50 weeks of the year divided by the working age population. The workforce population is defined as persons 16 ? 64 years of age. Does not include number of jobs.

American Community Survey, 2006 to 2010. The data is a five year sample for the years 2006 to 2010.

25.7% Population Receiving Food & Nutrition Services (FNS)
County Average: 17.361%

What is this Indicator?
Percentage of the total population receiving Food and Nutrition Services for each Neighborhood Profile Area (NPA).

Why is this Important?
The Food and Nutrition Services is established to end hunger and improve the health of low-income people by helping families buy the food they need for a nutritionally adequate diet. Identifying communities with high FNS percentages is useful for service providers and neighborhoods who want to know where families in distress are located.

About the Data
The total population receiving Food and Nutrition Services (FNS) for a Neighborhood Profile Area (NPA) divided the total population for a NPA. Areas with less than 5 FNS recipients has been suppressed and are shown as N/A.

Mecklenburg County Department of Social Services as of August 2011.

499,884 Square Feet of Commercial Buildings

County Average: 693,568

What is this Indicator?

The total square footage of developed commercial space zoned for said use which includes business, office, industrial and institutional uses, not including religious institutions and schools or each Neighborhood Profile Area (NPA)..

Why is this Important?

The calculation is an indicator of the amount of commercial space within a Neighborhood Profile Area (NPA).

About the Data

The total heated square footage of developed commercial space zoned for said use which includes business, office, industrial and institutional uses, not including religious institutions and schools summarized for each NPA.

Mecklenburg County Tax Parcels, 2011

N/A Square Feet of Permitted New and Renovated Commercial Buildings

County Average: 50,067

What is this Indicator?

The total square footage of new and renovated (complete upfits) commercial buildings for each Neighborhood Profile Area (NPA).

Why is this Important?

Determining the amount of new and renovated commercial space in a neighborhood is an indicator of where there is economic growth and expansion in a community. To accommodate increasing population and development in underutilized areas, an increase in commercial permits is desirable to keep up with demand.

About the Data

The total heated square footage of permitted new and renovated Commercial Buildings for each NPA using US Department of Commerce reporting data on New and Alterations to Buildings (Codes 213,318-320,322-328). Upfits include changes based on building code, safety measures or enhancements to heating/cooling, plumbing and electrical systems. From July 2010 to June 2011, there was 8.4 million square feet of permitted new and renovated commercial space in Mecklenburg County. N/A includes NPAs with zero square feet permitted or value was unknown.

Mecklenburg County Land Use and Environmental Services, 2011

1966 Year Commercial Buildings Constructed

County Average: 1983.422

What is this Indicator?

Average year of construction for commercial buildings for each Neighborhood Profile Area (NPA).

Why is this Important?

Aging commercial structures may provide opportunities for rehabilitation and reuse, particularly big box retail and older commercial strip centers. Knowing the age of buildings helps the City and County determine where to target incentives and inspections.

About the Data

The year of construction for each commercial building is summed and divided by the total number of commercial buildings for each Neighborhood Profile Area.

Mecklenburg County Tax Parcels as of October 2011

7.3% Adults without High School Diploma

County Average: 12.196%

What is this Indicator?

Percentage adults without a high school diploma for each Neighborhood Profile Area (NPA).

Why is this Important?

Adult educational attainment is closely correlated with economic opportunity and financial stability. Knowing the location of adults without high school diplomas can help direct education and training resources to areas of need. According to American Community Survey, the nation's unemployment rate for adults without a high school diploma was 14.9%, with a high school diploma it decreases to 9.4%, and with a Bachelor's Degree decreases to 4.9%.

About the Data

The number of people 25 or older with less than a high school diploma for each Neighborhood Profile Area (NPA) divided by the number of people 25 or older for each NPA. N/A includes only NPA's with zero people 25 and older.

American Community Survey, 2006-2010. The data is a five year sample for the years 2006 to 2010.

0% Children Attending Private Schools

County Average: 14.376%

What is this Indicator?

Percentage of Children in grades K-12 attending private schools for each Neighborhood Profile Area (NPA).

Why is this Important?

Identifying the percentage of children enrolled in private schools reflects emerging trends of how parents choose to educate their children. It also serves as a proxy for Charlotte-Mecklenburg Schools (CMS) administration to assess the educational needs in the community.According to the Division of Non-Public Education, 10.9% of students in North Carolina attended private schools during the 2010-2011 school year, not including home schools.

About the Data

The number of children attending private school divided by the number of children enrolled in all schools.

American Community Survey, 2006-2010. The data is a five year sample for the years 2006 to 2010.

74.2% CMS 3-5 Graders EOG Test Score Growth

County Average: 60.018%

What is this Indicator?

Percentage of Charlotte-Mecklenburg Schools (CMS) students in grades 3-5 showing growth in End of Grade testing for each Neighborhood Profile Area (NPA).

Why is this Important?

Averaging test scores in a neighborhood assists education administrators, policy-makers, businesses, and residents in developing strategies to improve academic performance where needed. Tracking the data over time also provides a trend analysis for improving education indicators.

About the Data

The total number of CMS 3-5 graders with an end of grade test growth value in reading and math with an average greater than zero divided by the total number of CMS 3-5 graders with end of grade growth values. Not very student has an EOG growth value. NPAs with less than 5 students were coded as N/A. NPAs do not match and cover one or more school boundary. Data represented in this variable are based on students living within the NPA regardless of which school they attend.

Charlotte-Mecklenburg Schools, school year 2010-2011.

53.5% CMS 3-5 Graders Proficient in EOG Tests

County Average: 67.517%

What is this Indicator?

Percentage of Charlotte-Mecklenburg Schools (CMS) students in grades 3-5 proficient in End of Grade testing for each Neighborhood Profile Area (NPA).

Why is this Important?

Averaging test scores in a neighborhood assists education administrators, policy-makers, businesses, and residents in developing strategies to improving academic performance where needed. Tracking the data over time also provides a trend analysis for improving education indicators.

About the Data

The total number of CMS 3-5 graders passing both reading and math end of grade tests divided by the total number of CMS 3-5 graders taking both reading and math end of grade tests. Not every student may have taken an EOG test. NPAs with less than 5 students were coded as N/A. NPAs do not match and cover one or more school boundary. Data represented in this variable are based on students living within the NPA regardless of which school they attend.

Charlotte-Mecklenburg Schools, school year 2010-2011.

53.1% CMS 6-8 Graders EOG Test Score Growth

County Average: 63.063%

What is this Indicator?

Percentage of Charlotte-Mecklenburg Schools (CMS) students in grades 6-8 showing growth in End of Grade testing for each Neighborhood Profile Area (NPA).

Why is this Important?

Averaging test scores in a neighborhood assists education administrators, policy-makers, businesses, and residents in developing strategies to improve academic performance where needed. Tracking the data over time also provides a trend analysis for improving education indicators.

About the Data

The total number of CMS 6-8 graders with an end of grade test growth value in reading and math with an average greater than zero divided by the total number of CMS 6-8 graders with end of grade growth values. Not every student does has an EOG growth value. NPAs with less than 5 students were coded as N/A. NPAs do not match and cover one or more school boundary. Data represented in this variable are based on students living within the NPA regardless of which school they attend.

Charlotte-Mecklenburg Schools, school year 2010-2011.

62.9% CMS 6-8 Graders Proficient in EOG Tests

County Average: 66.36%

What is this Indicator?

Percentage of Charlotte-Mecklenburg Schools (CMS) students in grades 6-8 proficient in End of Grade testing for each Neighborhood Profile Area (NPA).

Why is this Important?

Averaging test scores in a neighborhood assists education administrators, policy-makers, businesses, and residents in developing strategies to improve academic performance where needed. Tracking the data over time also provides a trend analysis for improving education indicators.

About the Data

The total number of CMS 6-8 graders passing both reading and math end of grade tests divided by the total number of CMS 6-8 graders taking both reading and math end of grade tests. Not every student may have taken an EOG test. NPAs with less than 5 students were coded as N/A. NPAs do not match and cover one or more school boundary. Data represented in this variable are based on students living within the NPA regardless of which school they attend.

Charlotte-Mecklenburg Schools, school year 2010-2011.

41.2% CMS 9-12 Graders EOC Test Score Growth

County Average: 59.018%

What is this Indicator?

Percentage of Charlotte-Mecklenburg County (CMS) students in grades 9-12 meeting expected growth goals in End of Grade testing for each Neighborhood Profile Area (NPA).

Why is this Important?

Averaging test scores in a neighborhood assists education administrators, policy-makers, businesses, and residents in developing strategies to improve academic performance where needed. Tracking the data over time also provides a trend analysis for improving education indicators.

About the Data

The total number of CMS 9-12 graders with 2 or more end of course growth values with an average greater than zero divided by the total number of CMS 9-12 graders with 2 or more end of course growth values. Not every student has an EOC growth value. NPAs with less than 5 students were coded as N/A. NPAs do not match and cover one or more school boundary. Data represented in this variable are based on students living within the NPA regardless of which school they attend.

Charlotte-Mecklenburg Schools, school year 2010-2011.

56.5% CMS 9-12 Graders Proficient in EOC Tests

County Average: 72.213%

What is this Indicator?

Percentage of Charlotte-Mecklenburg Schools (CMS) students in grades 9-12 proficient in End of Course testing for each Neighborhood Profile Area (NPA).

Why is this Important?

Averaging test scores in a neighborhood assists education administrators, policy-makers, businesses, and residents in developing strategies to improve academic performance where needed. Tracking the data over time also provides a trend analysis for improving education indicators.

About the Data

The total number of CMS 9-12 graders with 2 or more end of course tests and passed them all divided by the total number of CMS 9-12 graders with 2 or more end of course tests. Not every student has at least two EOC tests. NPAs with less than 5 students were coded as N/A. NPAs do not match and cover one or more school boundary. Data represented in this variable are based on students living within the NPA regardless of which school they attend.

Charlotte-Mecklenburg Schools, school year 2010-2011.

3.9% CMS Dropout Rate

County Average: 3.157%

What is this Indicator?

Percentage of Charlotte-Mecklenburg Schools (CMS) students that drop out of high school for each Neighborhood Profile Area (NPA).

Why is this Important?

Dropping out of high school significantly reduces the likelihood finding steady employment with reasonable wages. Studies have consistently shown that the higher level of educational attainment, the greater the chance of earning higher wages and staying employed. By identifying neighborhoods with high dropout rates, education administrators, policy-makers, and community stakeholders are able to develop strategies that will reduce dropout rates.

About the Data

The total number of CMS students who withdrew (CODE W2A) from CMS divided by the total number of 9?12 grade students. NPAs with less than 5 students were coded as N/A. NPAs do not match and cover one or more school boundary. Data represented in this variable are based on students living within the NPA regardless of which school they attend.

Charlotte-Mecklenburg Schools, school year 2010-2011.

45.5% CMS Students Attending Neighborhood Schools

County Average: 75.417%

What is this Indicator?

Percentage of Charlotte-Mecklenburg School (CMS) students attending neighborhood schools for each Neighborhood Profile Area (NPA).

Why is this Important?

Access to quality schools is important to family and neighborhood health. Neighborhoods with schools that families choose to utilize have more opportunities to build strong community partnerships, strengthening student outcomes and experiences.

About the Data

The number of CMS students attending their home school in each NPA divided by the total number of CMS students in each NPA. NPAs with less than 5 students were coded as N/A. NPAs do not match and cover one or more school boundary. Data represented in this variable are based on students living within the NPA regardless of which school they attend.

Charlotte-Mecklenburg Schools, school year 2010-2011.

13.6% CMS Students with 10 or more Unexcused Absences

County Average: 10.947%

What is this Indicator?

Percentage of Charlotte-Mecklenburg Schools (CMS) students with 10 or more unexcused absences for each Neighborhood Profile Area (NPA).

Why is this Important?

A high number of unexcused absences not only reduces the likelihood a child will perform adequately, it could also lead to other negative behaviors such as juvenile crime, dropping out of school, and decreasing their ability to find a job or seek higher education. By identifying neighborhoods with high numbers of students with unexcused absences, education administrators, policy-makers, and community stakeholders may be able to develop strategies for keeping students engaged and in school.

About the Data

The total number of Charlotte-Mecklenburg School (CMS) students with 10 or more unexcused absences divided by the total number of students. NPAs with less than 5 students were coded as N/A. NPAs do not match and cover one or more school boundary. Data represented in this variable are based on students living within the NPA regardless of which school they attend.

Charlotte-Mecklenburg Schools, school year 2010-2011.

2 Number of Pre-School Programs

County Average: 1.349

What is this Indicator?

Number of licensed pre-school programs for ages 0-5 including Center Based and Family Care for each Neighborhood Profile Area (NPA).

Why is this Important?

Tracking the number and location of pre-school programs allows residents to identify child care providers in their neighborhoods. The data is also useful for education providers. A low number of programs may assist in determining where and how to implement services based on related variables such as population age, population density, and household income data. The location of programs in adjacent Neighborhood Profile Areas (NPA) should also be considered to determine the level of service.

About the Data

Number of licensed child care programs for ages 0?5 including Center Based and Family Care for each NPA. Center Based child care facilities provide care for three or more children. The number of children in care is based on the size of individual classrooms and having sufficient staff, equipment and materials. Family Care child care facilities are provided in the providers' residence and are able to accommodate three to five children at one time.

Child Care Resources, Inc., August 2012.

1 Number of School-Age Programs

County Average: 1.384

What is this Indicator?

Number of licensed school-age programs for ages 5-12 for each Neighborhood Profile Area (NPA).

Why is this Important?

Tracking the number and location of after school programs allows residents to identify providers in their neighborhoods. The data is also useful for education providers. A low number of programs may assist in determining where and how to implement services based on related variables such as population age, population density, and household income. The location of programs in adjacent Neighborhood Profile Areas (NPAs) should also be considered to determine the level of service.

About the Data

Number of licensed school-age programs for ages 5-12 for each Neighborhood Profile Area (NPA).

Child Care Resources, Inc., August 2012.

2 Registered Neighborhood Organizations

County Average: 1.407

What is this Indicator?

Number of neighborhood organizations registered with the Charlotte-Mecklenburg Planning Department.

Why is this Important?

A key characteristic of community engagement is an active neighborhood organization. These groups allow residents to discuss issues relevant to their area and take action. Identifying registered organizations allows staff to inform leaders about grants and other community building opportunities. It also allows opportunities for greater citizen engagement.

About the Data

Number of neighborhood organizations registered with the Charlotte-Mecklenburg Planning Department for each Neighborhood Profile Area (NPA).

Charlotte-Mecklenburg Planning Department, 2011

72.8% Registered Voters

County Average: 71.724%

What is this Indicator?

Percentage of registered voters in the 2010 election for each Neighborhood Profile Area (NPA).

Why is this Important?

Registering to vote is a fundamental component of community engagement. Data is not available to determine the percent of those eligible who are registered, so this number can be impacted by large immigrant, transient or youth populations in a Neighborhood Profile Area (NPA).

About the Data

Number of voters registered in each NPA divided by the population (18 years of age and older) in each NPA.

Mecklenburg County Board of Elections, 2010

0 Residents Serving on Municipal Boards and Committees

County Average: 0.772

What is this Indicator?

Total number of residents that serve on appointed city, town, and/or county boards, committees and commissions for each Neighborhood Profile Area (NPA).

Why is this Important?

There are a variety of opportunities for residents to be engaged with local government on the City, Town, and County level. Appointees have the ability to make important policy and regulatory decisions that impact neighborhoods.

About the Data

Total number of residents that serve on appointed public boards, committees and commissions including public libraries, sheriff office and police departments.

City of Charlotte, Mecklenburg County, Towns, 2011

0% Adopt-a-Stream Participation

County Average: 8.12%

What is this Indicator?

Percentage of eligible streams that are maintained by Adopt-a-Stream Program for each Neighborhood Profile Area (NPA).

Why is this Important?

Provides baseline information regarding neighborhood interest & willingness to participate in programs with positive environmental impacts.   Identifies neighborhoods where increased program education may be needed.

About the Data

The length of stream banks maintained by the adopt-a-stream program divided by the total length of stream banks in each NPA. Does not include shoreline along the Catawba river. For areas where a stream forms the NPA boundary, the linear feet of adopted area will be equally attributed to both NPA's.

Storm water Services, 2011

3.42 Miles Adopt-a-Street Participation
County Average: 0.622 Miles

What is this Indicator?
Miles of streets adopted for litter cleanup for each Neighborhood Profile Area (NPA).

Why is this Important?
Neighborhoods, businesses and individuals can make a difference in their community by adopting a City street and committing to cleanups once per quarter. Identifying adopted streets provides an indication of the level of involvement residents and businesses have in keeping their neighborhood streets clean and safe. In areas without adopted streets residents, businesses, and other organizations can develop strategies collaboratively to keep neighborhood streets clean.

About the Data
Number of miles of streets adopted for litter cleanup for each NPA. It does not include major thoroughfare, private streets, or state maintained roads.

Various

1.6 Bicycle Friendliness Index
County Average: 1.448

What is this Indicator?
Provides an indication of an NPA's ability to comfortably support cycling activities as determined by existing low speed local streets, availability of bicycle specific facilities and street connectivity for each Neighborhood Profile Area (NPA).

Why is this Important?
Cycling has positive transportation, environmental, economic and health benefits. Bicycle Friendliness references a neighborhood's ability to comfortably support bicycling.

About the Data
Defined as (Low Speed Street Miles + Bike Lane Miles + Completed Greenways/Multiuse Path Miles) divided by (Total Street Mileage + Total Completed and Proposed Greenways/Multiuse Path Mileage) + (Connectivity Ratio). The result is a score between 1 and 3 with 1 being least bicycle friendly and 3 being most bicycle friendly. Low speed streets are streets with a speed limit of 25mph or less. Unpaved paths without a surface intended to support most bicycles are not included. Data for the towns, if available, will be included in the future.

Charlotte Department of Transportation, 2012

76.1% Commuters Driving Alone
County Average: 76.203%

What is this Indicator?
Percentage of commuters 16 years or older who report that they commute to work by driving alone for each Neighborhood Profile Area (NPA).

Why is this Important?
Transportation alternatives offer mobility options for residents of all ages and income levels and can help bridge the spatial divide between people and jobs, services, and training opportunities.

About the Data
The number of commuters 16 years and older who report that they commute to work by driving alone divided by the total number of commuters 16 years and older.

American Community Survey, 2006-2010. The data is a five year sample for the years 2006 to 2010.

330 Daily Transit Boardings
County Average: 165.347

What is this Indicator?
The average number of weekday public transit boardings including transfers for each Neighborhood Profile Area (NPA). Includes bus and light-rail users.

Why is this Important?
Determines a baseline for evaluating the number of transit boardings for weekday trips. This baseline can be used to determine whether ridership is increasing or decreasing over time.

About the Data
Derived by averaging the total number of weekday boardings occurring at all stops within the NPA over the course of the current year divided by the number of weekdays in a year.

Charlotte Area Transit System, 2011

23.4% Impervious Surface
County Average: 18.506%

What is this Indicator?
Percentage of impervious surface coverage in relation to total number of acres for each Neighborhood Profile Area (NPA).

Why is this Important?
Impervious surface is a standard profile variable that allows evaluation of the amount of increase or decrease over time.

About the Data
The total acres classified as impervious surface using digital orthophotos provided by Mecklenburg County LUESA divided by the total acreage in the NPA.

Mecklenburg County Land Use & Environmental Services, 2011

19.5% Length of Commute
County Average: 34.845%

What is this Indicator?
The percentage of people working outside the home with travel time to work greater than or equal to 30 minutes for each Neighborhood Profile Area (NPA).

Why is this Important?
Lengthy commutes contribute to increased fossil fuel consumption and congestion. Significant use of fossil fuels increases costs and contributes to diminished air quality.

About the Data
The number of commuters 16 years and older who report that their commute to work is 30 minutes or greater divided by the total number of commuters 16 years and older.

American Community Survey, 2006-2010. The data is a five year sample for the years 2006 to 2010.

55.8% Paved Streets with Sidewalks
County Average: 41.548%

What is this Indicator?
Percentage of paved streets that have sidewalks on at least one side of the street for each Neighborhood Profile Area (NPA). Sidewalks not adjacent to public streets and unpaved walking trails are not included. The quality of the sidewalk is also not assessed.

Why is this Important?
Adequate sidewalk systems encourage pedestrian connectivity which provides mobility options for residents of all ages and incomes. Identifies NPA's where additional sidewalks may be needed.

About the Data
Calculated by dividing the length of paved street with sidewalk on at least one side divided by the total length of paved streets. Sidewalks not adjacent to public streets and unpaved walking trails are not included. Data does not take into account any physical obstructions that would prevent or impair an individual's ability to access the location or amenity. The quality of the sidewalk is also not assessed. Data for the towns will be included in the future.

Charlotte Department of Transportation, Mecklenburg County Land Use and Environmental Services, Towns of Cornelius and Huntersville, 2011.

992 Residential Electricity Consumption
County Average: 1139.961

What is this Indicator?
Average household monthly electricity consumption in kilowatts per Neighborhood Profile Area (NPA).

Why is this Important?
Provides baseline information to determine the average electricity use for households within the NPA. Data can been used to target educational programs, weatherization services, grant funds or other initiatives to reduce energy use in areas that exhibit higher usage. Reducing electricity use saves money and lowers the demand for additional power plants to be constructed which may lead to increased air pollution and degradation of resources.

About the Data
Data was received at the block group level and aggregated to the NPA geography. Data represents the average monthly energy use in kilowatt hours for the 12-month period beginning July 1, 2010 and ending June 30, 2011. Data is not included for cases where the block group contains fewer than five (5) residential customers. Data is not included for the towns as information is not finalized.

Duke Energy

49 therms Residential Natural Gas Consumption

County Average: 53.517 therms

What is this Indicator?

Average household monthly natural gas consumption in therms per Neighborhood Profile Area (NPA).

Why is this Important?

Provides baseline information to determine the average natural gas use for households within the NPA. Data can been used to target educational programs, weatherization services, grant funds or other initiatives to reduce natural gas use in areas that exhibit higher usage. Reducing natural gas use saves money and decreases the need for additional wells and pipelines which may contribute to degradation of resources.

About the Data

Data was received at the block group level and aggregated to the NPA geography. Data is not included for cases where the block group contains fewer than five (5) residential customers. Data represents the average monthly energy use in Therms for the 12-month period beginning July 1, 2010 and ending June 30, 2011.

Piedmont Natural Gas

66.1% Residential Recycling Participation Rate

County Average: 58.332%

What is this Indicator?

Percentage of eligible residences who participate in the City sponsored residential recycling program at least one time per quarter in a fiscal year for each Neighborhood Profile Area (NPA).

Why is this Important?

This information could help the city and towns develop more targeted residential recycling campaigns; lessons learned from areas of high participation can be applied to recycling promotional efforts in other areas.

About the Data

Determined by data from sensors affixed to residential roll out bins. Recycling participation is determined by dividing the number of residences who have participated in the residential recycling program one or more times per quarter for the period between July 2011 and June 2012 divided by the total number of eligible residences. Only includes data for single family residential units (attached and detached) and multi-family residences with less than 30 units and any additional legacy multi-family dwellings. Does not include information from all apartment complexes. Data for the towns, if available, will be added in the future.

Charlotte Solid Waste Services, 2012

38% Residential Solid Waste Diversion Rate

County Average: 35.605%

What is this Indicator?

Percentage of total residential solid waste that has been diverted from landfills through recycling and yard waste collection programs for each Neighborhood Profile Area (NPA).

Why is this Important?

Variable creates a baseline for evaluating the success of residential waste diversion programs as a measure to reduce the amount of solid waste being deposited in landfills.

About the Data

Calculated by adding the tonnage of residential recycled waste and residential yard waste divided by the tonnage of residential solid waste collected including tonnage of residential garbage, recycling, yard waste and non-recyclable bulky item pickup for the period between July 2011 and June 2012. Only includes data for single family residential units (attached and detached) and multi-family residences with less than 30 units and any additional legacy multi-family dwellings. Does not include information from all apartment complexes. Data for the towns, if available, will be added in the future.

Charlotte Solid Waste Services, 2012

79.3% Residential Tree Canopy

County Average: 50.549%

What is this Indicator?

Percentage of total area covered by tree canopy for each Neighborhood Profile Area (NPA). Includes residential areas only.

Why is this Important?

Reflects the amount of tree cover within an NPA and establishes a baseline for residential areas only.

About the Data

Tree canopy coverage calculated using aerial photography. Residential areas were only included in the percentage. Residential areas included existing land use as defined by the Planning Department in 2011. They included included Agriculture, Mixed Use - Residential, Large Lot Residential, Multi-Family, and Single Family.

Mecklenburg County Land Use & Environmental Services, 2008

1.2 Street Connectivity Index
County Average: 1.189

What is this Indicator?
Ratio of links to nodes within the street network for each Neighborhood Profile Area (NPA).

Why is this Important?
Internal and external street connectivity provides public access within a development and between adjoining developments. Connectivity facilitates vehicular, bicycle and pedestrian transportation options.

About the Data
Defined as the Total Number of Street Links (roadways or pathways) divided by the Number of Nodes (cul-de-sac or endpoint). Data for the towns will be included in the future.

Charlotte Department of Transportation, Mecklenburg County Land Use and Environmental Services, 2012.

22 Structures in Floodplain
County Average: 24.217

What is this Indicator?
The total number of structures that are partially or completely located with a floodplain as defined by the Federal Emergency Management Association (FEMA) for each Neighborhood Profile Area (NPA).

Why is this Important?
Defines the number of structures likely to experience flooding over time and can assist in prioritizing what areas may be beneficial for participation in FEMA sponsored buyout programs.

About the Data
Does not include areas subject to flooding that are not regulated by FEMA. N/A indicates NPA's where there were no structures within the floodplain or no floodplain within the NPA.

Mecklenburg County Land Use & Environmental Services, 2011

65.1% Tree Canopy
County Average: 47.985%

What is this Indicator?
Percentage of total area covered by tree canopy for each Neighborhood Profile Area (NPA). Includes residential and non residential areas.

Why is this Important?
Reflects the amount of tree cover within an NPA and establishes a baseline.

About the Data
Tree canopy coverage calculated using aerial photography. Commercial, industrial, residential, institutional and open space areas are included in the percentage.

Mecklenburg County Land Use & Environmental Services, 2008

5.3 CCF Water Consumption
County Average: 7.131 CCF

What is this Indicator?
Average CCF (100 Cubic Feet) of water consumed for single-family meters for each Neighborhood Profile Area (NPA). Water consumption does not include irrigation meters.

Why is this Important?
Reflects amount of water being consumed per capita within the NPA. This information could help in identifying areas where resident education programs could be beneficial.

About the Data
The number of residential accounts and their total CCF were summarized for each NPA. The total CCF was divided by the number of accounts to obtain the average residential CCFs. Does not include multi-family structures utilizing a single meter, homes on well water or non-residential structures. N/A include NPAs with less than 10 single family meter accounts. Data does not include multi-family or irrigation meter accounts.

Charlotte-Mecklenburg Utilities, 2011

62 Age of Death
County Average: 67.215

What is this Indicator?

The average age of death for each Neighborhood Profile Area (NPA).

Why is this Important?

Knowing the average age of death is valuable in understanding the health of neighborhood residents. A low average may be caused by a variety of reasons, including poor health behaviors (low physical activity, poor nutrition, tobacco and alcohol use, and high risk activities), lack of access to health care providers, environmental issues, traffic safety conditions, violent crime, and mental health problems. According to the Center for Disease Control more than 9,000 children died from injuries in the US in 2009. Car crashes, suffocation, drowning, poisoning, fires, and falls are some of the most common ways children are hurt or killed.

About the Data

Summing the age of death for each Neighborhood Profile Area (NPA) divided by the total number of deaths for the NPA.

Mecklenburg County Health Department, 2009 and 2010

6.2% Births to Adolescents
County Average: 4.431%

What is this Indicator?

Percentage of births to females under age 19 for each Neighborhood Profile Area (NPA).

Why is this Important?

While Births to Adolescents is a different measure than teen pregnancy, research shows that teenage pregnancy is associated with increased risk of poor social, economic and health outcomes for both mother and child. High rates of births to adolescents may influence trends in education variables and reflect accessibility issues with health education and health providers as well as a number of other socioeconomic factors. According to the U.S. Department of Health and Human Services, North Carolina was ranked 34 out of 51 states and the District of Columbia on 2010 preliminary teen birth rates among females aged 15-19 (with 1 representing the lowest rate and 51 representing the highest rate). On a similar scale, North Carolina was ranked 37 out of 51 states and the District of Columbia in pregnancies to females aged 15-19 in 2005.

About the Data

Number of births to females under the age of 19 in 2009 and 2010 divided by all births in 2009 and 2010 for each Neighborhood Profile Areas (NPA). NPAs with less than 5 births are shown as N/A.

Mecklenburg County Health Department, 2009 and 2010.

15.7% Medicaid Population
County Average: 13.079%

What is this Indicator?

Percentage of individuals that receive Medicaid for each Neighborhood Profile Area (NPA).

Why is this Important?

Medicaid provides health coverage for low-income individuals and families. High or increasing numbers of Medicaid recipients may be connected to other issues such as access to healthcare providers and usually reflects high unemployment or policy changes which expand eligibility. According to the North Carolina Department of Health and Human Services, a total of 1,726,412 individuals were eligible for Medicaid in 2008, approximately 19% of the state's population.

About the Data

The total population receiving Medicaid in a Neighborhood Profile Area (NPA) divided the total population of the NPA. Areas with less than 5 Medicaid recipients are represented as N/A.

Mecklenburg County Department of Social Services, September 2011.

11.4% North Carolina State Children's Health Choice Population
County Average: 6.176%

What is this Indicator?

Percentage of Juvenile Population Receiving North Carolina Children's Health Choice (NCHC) for each Neighborhood Profile Area (NPA).

Why is this Important?

North Carolina State Children's Health Choice is a program that provides health care for low-income children that do not qualify for Medicaid and who are not insured through a private healthcare provider. Parents report that the program helps make health services financially accessible to their children, enabling them to get needed physician's care, eyeglasses, or prescription drugs. According to the North Carolina Institute of Medicine, there were 1,046,396 children insured through public health insurance programs in 2010, a 24% increase from 2005.

About the Data

The total juvenile population receiving NCHC for a Neighborhood Profile Areas (NPA) divided the total juvenile population for the NPA. Areas with less than 5 NCHC recipients are represented as N/A.

Mecklenburg County Department of Social Services, September 2011.

20.5% Residents within ½ Mile of a Chain Grocery Store
County Average: 38.194%

What is this Indicator?

Percentage of residential housing units within ½ mile of a chain grocery store for each Neighborhood Profile Area (NPA).

Why is this Important?

Chain groceries are one measure of access to healthy foods as they offer fresh meat, dairy and produce in one location. National studies report the presence of affordable fresh food in a community has the potential to improve residents' nutrition and overall health.

About the Data

The number of housing units with ½ mile of a chain grocery story in a Neighborhood Profile Area (NPA) divided by the total number of housing units in a NPA. Does not include non-full service stores (e.g. convenience stores), farmer's markets or food delivery services.

Chain grocery store addresses, 2012.

25% Residents within ½ Mile of a Pharmacy
County Average: 28.45%

What is this Indicator?

Percentage of residential housing units within ½ mile of a pharmacy for each Neighborhood Profile Area (NPA).

Why is this Important?

Prescription drugs allow large numbers of people to control chronic disease and disability. Easy access is a major factor in compliance along with affordable cost. Pharmacists are an 'in-the-community' resource for health information and many pharmacists now offer acute care health clinics as well.

About the Data

The number of housing units with ½ mile of a pharmacy in a NPA divided by the total number of housing units in an NPA.

North Carolina Board of Pharmacy, 2012.

35.5% Residents within ½ Mile of Medicaid Provider or Free Clinic
County Average: 17.924%

What is this Indicator?

Percentage of residential housing units within ½ mile of Medicaid provider or free clinic for each Neighborhood Profile Area (NPA).

Why is this Important?

This variable looks at the location of all healthcare providers including primary care, OB/GYN, internal medicine, and pediatrics and free health clinics within a neighborhood. It does not take into account whether these providers have restrictions on persons they care for. It is a way to analyze potential gaps in areas that may need certain types of health services.

About the Data

The number of housing units with ½ mile of a health care provider or free clinic in a Neighborhood Profile Area (NPA) divided by the total number of housing units in an NPA.

Mecklenburg County Department of Social Services, 2011

100% Residents within ½ Mile of Public Outdoor Recreation Area
County Average: 72.147%

What is this Indicator?

Percentage of residential housing units with a ½ mile of a public outdoor recreational area for each Neighborhood Profile Area (NPA).

Why is this Important?

Recreational facilities provide opportunities for physical activity and social interaction, both key components of good physical and mental health.

About the Data

The number of housing units with ½ mile of a public outdoor recreation area in a Neighborhood Profile Area (NPA) divided by the total number of housing units in an NPA. Recreation areas include those maintained by Mecklenburg County Parks and Recreation, Town Parks and Charlotte Mecklenburg Schools, including parks, greenways, and boat landings.

Mecklenburg County Parks and Recreation, Towns of Davidson, Cornelius, Huntersville, Pineville, Matthews and Mint Hill, 2012.

3.1% Change in Residential Property Value

County Average: 1.082%

What is this Indicator?

Percentage change in residential property value for each Neighborhood Profile Area (NPA).

Why is this Important?

Higher increases in value indicate a market that values a neighborhood's amenities, while decreasing values may indicate some level of neighborhood distress. High increases rewards homeowners with increased equity and wealth, but can also make it challenging for those with fixed or limited incomes to remain in place.

About the Data

The total assessed value for residential housing units in 2011 minus the total assessed value for residential housing units in 2003 divided by the total assessed value for residential housing units in 2003 for each Neighborhood Profile Area (NPA). NPAs with less than 5 qualifying properties were classified as N/A. Residential housing units include condominiums, single-family detached units and townhouses. Pearson's Appraisal Service identified that some neighborhoods needed to be reassessed. Based on these findings, the County will reassess the value of property in complex areas, particularly pre-1980 heterogeneous neighborhoods, to ensure equity which may change the values represented in this variable.

Mecklenburg County Tax Parcels as of April 2012

1476 Heated Square Feet of Single-Family Detached Dwellings

County Average: 2027.678

What is this Indicator?

Average heated square feet of single-family detached dwellings for each Neighborhood Profile Area (NPA).

Why is this Important?

Calculating the average dwelling size can be useful in assessing the impact of house size on the environment. Such impacts include household energy consumption, lot coverage, tree canopy coverage, and storm water system impacts. The data may also reveal trends of how people are choosing to live, relative to recent changes in the economy.

About the Data

The heated square footage of all single-family detached housing summed and divided by the total number of single-family housing units.

Mecklenburg County Tax Parcels, 2011

6 Housing Code Violations

County Average: 4.358

What is this Indicator?

Number of all housing units with code violations for each Neighborhood Profile Area (NPA).

Why is this Important?

Mecklenburg County's housing code regulations are used to ensure residents are not affected by substandard residential buildings. Structures that do not meet minimum housing code must achieve compliance through the housing code process. A high number of violations may indicate targeted areas for improvement or the presence of older buildings in need of rehabilitation.

About the Data

Shown as an average compared to total number of dwellings in the NPA.

Neighborhood and Business Services and Mecklenburg County Code Enforcement, July 2010-June 2011

1083 Housing Units

County Average: 858.426

What is this Indicator?

Total number of single- and multi-family housing units for each Neighborhood Profile Area (NPA).

Why is this Important?

The total number of housing units is a profile variable that identifies the number of all residential units in a neighborhood.

About the Data

The number of housing units identified as residential property for each Neighborhood Profile Area.

Mecklenburg County Tax Parcels, 2011.

$798 Median Gross Rent
County Average: $947.757

What is this Indicator?
Median gross rent of all housing units for each Neighborhood Profile Area (NPA).

Why is this Important?
Quantifying housing affordability by median rental cost provides an indication of the overall value of residential property, amenities in the surrounding area or types of adjacent land uses among other related variables. Neighborhoods with rental costs below area averages do not always indicate a lower quality of living. Other factors to consider in lower rents are the average size of housing units, location, housing design, and supply of housing in the area.

About the Data
The median gross rent of all housing units for each Neighborhood Profile Area (NPA). Gross rent is the contract rent plus the estimated average monthly cost of utilities (electricity, gas, and water and sewer) and fuels (oil, coal, kerosene, wood, etc.) if these are paid by the renter (or paid for the renter by someone else).N/A includes only NPAs with less than 50 rental units in the sample. Rent cost is inflation adjusted to 2010.

American Community Survey, 2006 to 2010. The data is a five year sample for the years 2006 to 2010.

140 Neighborhood Nuisance Violations
County Average: 121.327

What is this Indicator?
Number of calls for nuisances for each Neighborhood Profile Area (NPA).

Why is this Important?
The City of Charlotte's Health and Sanitation Ordinance requires property owners to maintain their premises in a safe and sanitary condition. Violations include high weeds/grass, accumulation of trash or junk, and junk automobiles. Tracking the types of calls assists neighborhood residents identify repeated problems and develop a strategy to identify solutions. Sudden increases in nuisance calls for service may also show signs of improvement in a community through focused enforcement efforts.

About the Data
Shown as number of violations in the NPA.

Neighborhood and Business Services and Mecklenburg County Code Enforcement, July 2010-June 2011.

N/A New Residential Building Permits
County Average: 19.962

What is this Indicator?
Number of new residential building permits for each Neighborhood Profile Area (NPA).

Why is this Important?
Tracking permit data for new residential construction provides an indication of market conditions, the availability of developable land, or trends in how people choose to live (single-family vs. multi- family housing). Related variables that identify trends in the housing market include average size of single-family dwellings, median income, non-residential development, renovation permits, and change in property value.

About the Data
The number of all ?new? residential building permits for each Neighborhood Profile Area (NPA)) using U.S. Department of Commerce reporting data on New Buildings (Codes 100 through 105).

Mecklenburg County Code Enforcement, July 2010 to June 2011.

47.3% Owner-Occupied Housing
County Average: 60.493%

What is this Indicator?
Percent of housing units that are owner-occupied

Why is this Important?
Beyond the individual economic benefits to homeowners, higher rates of homeownership were valued by community leaders and local government leaders for the positive impacts on neighborhoods, including social-family, crime, and economic improvements.

About the Data
The number of owner-occupied units divided by the the total number of occupied units.

U.S Census, 2010

10 Residential Building Permits (Renovation)
County Average: 12.554

What is this Indicator?
Number of renovation permits for residential buildings for each Neighborhood Profile Area (NPA).

Why is this Important?
Tracking permit data of renovation projects provides an indication of market trends (new construction vs. improving an existing home), availability of developable land, or trends in how people choose to invest in housing (purchase new or improve an existing home). An increase in renovation permits could also signal broad based rehabilitation projects in older neighborhoods.

About the Data
The number of all ?renovation? residential building permits for each Neighborhood Profile Area) using US Department of Commerce reporting data on Alterations to Buildings (Codes 434 and 438).

Mecklenburg County Code Enforcement, July 2010 to June 2011.

1.1% Residential Foreclosures
County Average: 1.39%

What is this Indicator?
Percentage of residential foreclosures for each Neighborhood Profile Area (NPA).

Why is this Important?
The foreclosure crisis can have debilitating effects on neighborhoods. Concentrations of foreclosed homes in an area negatively affect property values and public services. Foreclosures can be found in all neighborhoods; however, the impacts are more problematic in certain locations and within certain housing markets. There are 3,520 foreclosures represented on this map or 1.2% of single-family (attached and detached) housing units.

About the Data
The number of foreclosures for single-family dwellings, condominiums and townhouses in each Neighborhood Profile Area (NPA) identified by the Sales Code of FC in Sale History divided by the number of residential units in each NPA.

Mecklenburg County Register of Deeds from fiscal year July 2010 to June 2011.

2.6 Residential Housing Density
County Average: 1.984

What is this Indicator?
Average number of housing units per acre for each Neighborhood Profile Area (NPA).

Why is this Important?
Calculating housing residential density provides an indication of the residential character of a neighborhood. Lower housing unit density is typified by larger lots in a suburban development pattern while higher density neighborhoods have smaller lots. Residential density is not directly related to house size.

About the Data
The number of housing units for each Neighborhood Profile Area divided by the number of land acres.

Mecklenburg County Tax Parcels, 2011.

$164,103 Residential Property Value
County Average: $196,906

What is this Indicator?
Average tax value of single-family dwellings, condominiums and townhomes for each Neighborhood Profile Area (NPA).

Why is this Important?
The average value of a residence depends on a number of factors, including the size and age of the home as well as the perceived desirability of the neighborhood. A high or low value isn't necessarily good or bad. However, since homes are the major source of most family's wealth, it is important that all residents share in the economic prosperity of the community. According to the Zillow Home Value Index the average value for North Carolina in December 2010 was $135,000.

About the Data
The total assessed value for single -family dwellings, condominiums, and townhomes summed and divided by the number of single-family dwellings, condominiums and townhouses for each Neighborhood Profile Area. Pearson's Appraisal Service identified that some neighborhoods needed to be reassessed. Based on these findings, the County will reassess the value of property in complex areas, particularly pre-1980 heterogeneous neighborhoods, to ensure equity which may change the values represented in this variable.

Mecklenburg County Tax Parcels as of April 2012

21% Single-Family Rental Houses (Detached)
County Average: 18.996%

What is this Indicator?

Percentage of detached single-family rental dwellings for each Neighborhood Profile Area (NPA).

Why is this Important?

Rental housing is a desirable option for many residents, particularly in the current economic climate. There is no reliable data regarding the effect of rented homes on neighborhood property value. Increasing numbers of rented properties should be analyzed with other data such as the age and condition of the homes, design, or house size, adjacent land uses, and area incomes. A major factor to consider with rented homes is the level of management by the owners which impacts adjacent properties positively or negatively as much as owner-occupied dwellings.

About the Data

The number of single-family (detached) rental housing summed for each Neighborhood Profile Area (NPA) and divided by the NPA total number of single-family (detached housing).

Mecklenburg County Tax Parcels, 2011

7.4% Subsidized Housing Units
County Average: 4.653%

What is this Indicator?

Percentage of all subsidized housing units for each Neighborhood Profile Area (NPA).

Why is this Important?

Identifying the location of subsidized units allows housing providers to develop implementation plans and residents to understand the types of housing choices that are present in their community. Concentrating assisted-housing for low and very low-income Americans in dense, urban areas is not an effective use of scarce affordable housing resources (USHUD). Mixed-income development has become a popular housing solution by creating diverse communities and decentralizing poverty.

About the Data

The number of subsidized housing for each neighborhood Profile Area (NPA) divided by the total number of housing units for each NPA. Subsidized housing includes single-family, condominiums and townhouses and multi-family housing. Although most subsidized housing units are multi?family, the data and information available to distinguish between the two housing types is not reliable. The definition of subsidized housing varies depending on the municipality.

Charlotte-Housing Authority, Housing and Urban Development, Charlotte-Mecklenburg Housing Partnership, Habitat for Humanity, 2010.

9.6% Vacancy Rate
County Average: 9.076%

What is this Indicator?

The rate of vacancies of all residential dwelling units for each Neighborhood Profile Area (NPA).

Why is this Important?

Vacant units are an occurrence in all areas. Long standing and concentrated amounts of vacant properties could indicate financial stress on the owner, less than standard housing conditions, housing design or an oversupply of housing.

About the Data

The number of all housing units vacant for each Neighborhood Profile Area (NPA) divided by the number of housing units for each NPA.

U.S. Census, 2010

15 Vacant Single Family Parcels
County Average: 47.714

What is this Indicator?

Number of vacant parcels zoned for single-family detached housing for each Neighborhood Profile Area (NPA).

Why is this Important?

Identifying vacant single-family parcels provides information for new housing opportunities and helps communities know where new housing could occur.

About the Data

The total number of vacant parcels zoned single-family less than 3 acres.

Mecklenburg County Tax Parcels, 2011

1947 Year Single-Family Housing Constructed

County Average: 1979.367

What is this Indicator?

Average year built of single family housing for each Neighborhood Profile Area (NPA).

Why is this Important?

Categorizing the average year of construction for single-family housing provides an indication of the condition of a neighborhood's housing stock. Typically, older houses need some level of repair, renovation, or maintenance.Comparing the average year of construction with other variables such as housing code violations provides an indication of areas in need of home improvement resources.

About the Data

The year of construction for each single-family detached housing in each Neighborhood Profile Area (NPA) is summed and dived by the number of housing units in the NPA. N/A includes NPAs with zero residential buildings.

Mecklenburg County Tax Parcels, 2011

119 Calls for Animal Control

County Average: 101.217

What is this Indicator?

The number of animal control calls for Neighborhood Profile Area (NPA).

Why is this Important?

Animal control issues create unsafe environments for residents as well as animals. Higher than average calls for animal control could signify a lack of education regarding responsible pet ownership, a lack of resources to manage pets, or a growing wildlife population.

About the Data

The number of animal control calls for Neighborhood Profile Area (NPA).

Charlotte-Mecklenburg Police Department, calendar year 2011.

0.034 Fire Calls for Service Rate

County Average: 0.026

What is this Indicator?

Fire calls for service rate for each Neighborhood Profile Area (NPA).

Why is this Important?

Knowing where high levels of service are requested for fire related calls can help Fire departments and resident know where fire safety problems exist. Education on kitchen fires, alarm installations and maintenance, escape routes, and other fire prevention strategies can be better targeted to communities that have high call rates.

About the Data

The number of fire calls for service in each NPA divided by the NPA population. Fire calls for service include, but were not limited to, structure fires, vehicle fires, and fire alarms for both residential and non-residential structures. Motor vehicle fires were included but accidents were excluded. Any calls for service where the primary reason was medic related were not included.

Charlotte Fire Department and Mecklenburg E911, calendar year 2011.

3793 Juvenile Incident Rate

County Average: 1585.903

What is this Indicator?

Rate of arrests by juveniles under the age of 16 for each Neighborhood Profile Area (NPA) in 2011.

Why is this Important?

The juvenile incident rate shows where the arrests were made. The data does not infer that crimes in a NPA are committed by juveniles who live there. Reporting the data allows police departments, school officials, residents, community relations agencies, and area businesses to develop strategies to reduce the number of juvenile crimes.

About the Data

The total number of incidents committed resulting in an arrest of juveniles under the age of 16 divided by the juvenile population for each Neighborhood Profile Area. The rate was converted to number of crimes per 100,000.

Charlotte-Mecklenburg Police Department, Pineville, and Huntersville Police Departments, calendar year 2011.

12,016 Property Crime Rate

County Average: 4435.568

What is this Indicator?

Property crimes rate per 100,000 for each Neighborhood Profile Area (NPA) in 2011.

Why is this Important?

Property crime impacts resident safety. This data helps public safety officials and residents develop strategies to target specific crimes.

About the Data

The total number of property crimes in each NPA were divided by the population for each NPA. The rate was converted to number of crimes per 100,000. Property crimes are defined by the North Carolina Bureau of Investigation and include Burglary, Larceny, and Motor Vehicle Theft.

Charlotte-Mecklenburg Police Department, Pineville, Cornelius, Matthews and Huntersville Police Departments, calendar year 2011.

932 Violent Crime Rate

County Average: 514.519

What is this Indicator?

Violent crimes rate per 100,000 for each Neighborhood Profile Area (NPA) in 2011.

Why is this Important?

Perhaps the most important indicator of community safety is the violent crime rate. This data shows where high rates of violent crime exist, so that neighborhoods and public safety officials can maximize resources. By having access to additional resources, residents and police departments can develop strategies to target specific crimes.

About the Data

The total number of violent crimes in each NPA divided by the population for each NPA. The per person rate was converted to number of crimes per 100,000. Violent crimes are defined by the North Carolina State Bureau of Investigation and include Murder, Rape, and Aggravated Assault.

Charlotte-Mecklenburg Police Department, Pineville, Cornelius, and Huntersville Police Departments, calendar year 2011.