

ECONOMIC DEVELOPMENT

OVERVIEW: Economic Development serves as the business and residential development, land use planning, transportation planning, and development coordinator for the City of Concord. Economic Development is comprised of Business & Neighborhood Services, Transportation Planning, Economic Development, and Development Services.

DEPARTMENTS:

Business & Neighborhood Services: The Business & Neighborhood Services Department prepares and implements the City's urban planning programs, including land use planning, small area development planning, environmental resource conservation, geological information, transportation planning, and reinvestment in neighborhoods, commercial areas, historic structures, and brownfields. Additional information regarding the Business & Neighborhood Services Department may be obtained by contacting Jeff Young, Director of Business & Neighborhood Services, at (704) 920-5121 or via email at youngj@ci.concord.nc.us.

Transportation Planning: Transportation Planning is accomplished in a cooperative partnership with the Cabarrus-Rowan Metropolitan Planning Organization (MPO). The MPO coordinates all transportation planning including highway, rail, bus, and aviation. The Business & Neighborhood Services Department serves as the Lead Planning Agency for the MPO. Additional information regarding Transportation Planning may be obtained by contacting Jeff Young, Director of Business & Neighborhood Services, at (704) 920-5121 or via email at youngj@ci.concord.nc.us.

Economic Development: Economic Development administers local, state and federal funds to stabilize neighborhoods, improve infrastructure, and create jobs through economic development opportunities. Additional information regarding Economic Development may be obtained by contacting Steve Osborne, Deputy Planning Director, at (704) 920-5132 or via email at osbornes@ci.concord.nc.us.

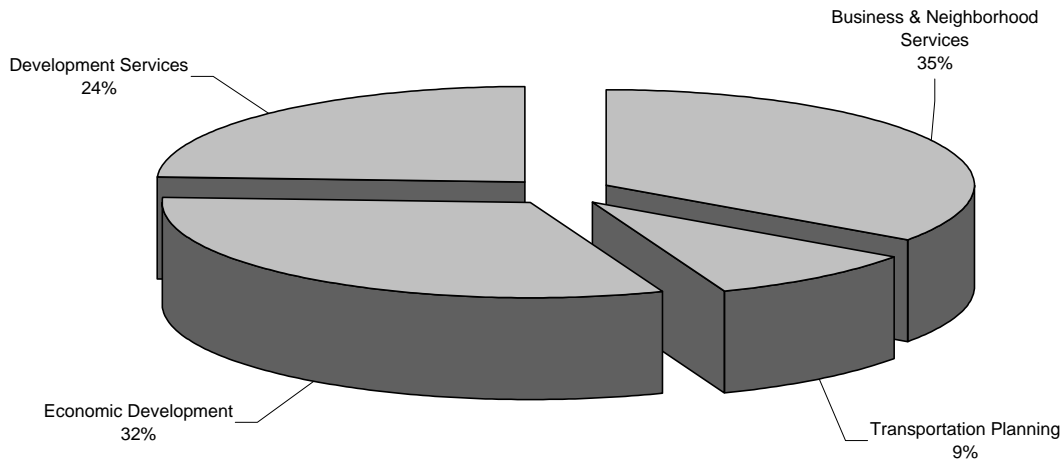
Development Services: The Development Services Department is responsible for providing development services coordination, site inspection, and information to the general public regarding permitting and site development. Additional staff support services are provided to the department from Fire and Life Safety, Engineering, Stormwater, Water Resources, Wastewater Resources, Transportation, Aviation, and Electric Systems. Additional information regarding the Development Services Department may be obtained by contacting Margaret Pearson, Development Services Director, at (704) 920-5151 or via email at pearsonm@ci.concord.nc.us.

Economic Development Expenditures

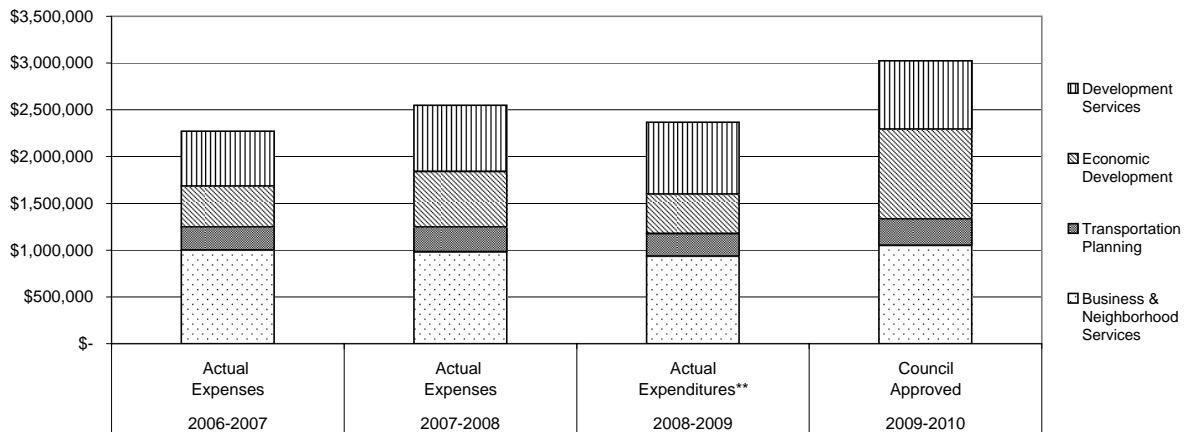
	2006-2007 Actual Expenses	2007-2008 Actual Expenses	2008-2009 Council Approved*	2008-2009 Actual Expenditures**	2009-2010 Manager Recommended	2009-2010 Council Approved
By Department (General Fund)						
Business & Neighborhood Services	\$ 999,816	\$ 982,249	\$ 1,040,038	\$ 935,400	\$ 1,051,286	\$ 1,051,286
Transportation Planning	\$ 244,584	\$ 262,228	\$ 289,511	\$ 242,099	\$ 280,400	\$ 280,400
Economic Development	\$ 439,681	\$ 596,769	\$ 566,137	\$ 419,361	\$ 961,612	\$ 961,612
Development Services	\$ 586,952	\$ 707,162	\$ 820,129	\$ 770,650	\$ 730,247	\$ 730,247
Total Expenditures	\$ 2,271,033	\$ 2,548,408	\$ 2,715,815	\$ 2,367,510	\$ 3,023,545	\$ 3,023,545
	-35%	12%	7%			11%

* as amended
**as of 7/20/09

FY 09-10 Economic Development Expenditures (by Department)



Economic Development Expenditure Trend



BUSINESS & NEIGHBORHOOD SERVICES

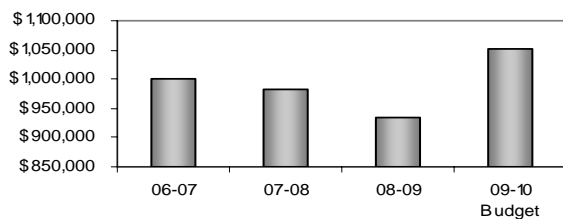
MISSION: The Business & Neighborhood Services Department prepares and implements the City's economic and community development programs, including long-range land use planning, small area development planning, geographical information, transportation planning, and investment in neighborhoods, industrial and commercial areas, the historic downtown and brownfields.

PROGRAM LOCATOR:

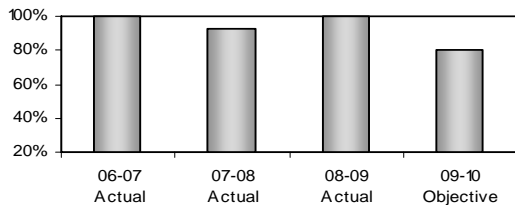
Fund: General Fund
Functional Area: Economic Development
Department: **Business & NBHD Services**
Division: N/A

BUDGET & PERFORMANCE HIGHLIGHTS:

Total Expenditures



% of Customers "Very" or "Somewhat" Satisfied with Business Assistance



MAJOR SERVICE(S) PROVIDED:

- Business assistance with data collection, site selection, plan reviews, incentives and other matters
- Long-range planning in partnership with citizens
- Neighborhood Program

FY 2008-09 MAJOR ACCOMPLISHMENTS:

- Aggressively pursued Center City business development, facilitating over \$1.1 million of new investment.
- Worked with prospects toward another \$39.5 million of additional Center City investment.
- Facilitated recruitment of FlyRight, Inc. and expansions at Connexions, Inc. and PreGel America representing new cumulative investment of over \$11.6 million.
- Updated incentive program to offer grants for spec buildings and facilitated new spec building development representing new cumulative investment of over \$21 million.

- Continued productive partnership with Cabarrus Economic Development staff to recruit, retain and expand industry.
- Participated in motorsports-related recruiting locally and regionally.
- Attracted Tasca Racing, the first drag racing team to move its headquarters to Concord.
- Continued diversification of industrial base.
- Partnered with the Development Services Department to monitor and address potential losses of industrially zoned land.
- Continued to update and enhance resources for businesses on the City website.
- Secured approval of the Downtown Master Plan and began implementation.
- Expanded the Neighborhood Program to include 36 recognized neighborhoods.
- Collaborated with Cabarrus EDC and Charlotte Regional Partnership to launch site search service for Concord properties on the internet at no cost to the City.
- Assisted in the preparation of tax credit application for the construction of The Villas at Logan Gardens.
- Collaborated with Cabarrus County in the development of the Central Area Plan and coordinated City department participation.
- Updated Urban Progress Zone that included large portions of Philip Morris property to increase availability of state incentives.

FY 2009-10 MAJOR BUDGET CHANGES / NEW REQUESTS /

FOCUS AREAS:

- Continuously update and improve Business & Neighborhood Services web pages and make them more user-friendly.
- Continue to expand business recruiting, retention and support activities in collaboration with Cabarrus Economic Development and other state and regional partners.
- Work with the Housing Department to redevelop 21 acres in the Logan Community for mixed income and construct the Villas at Logan Gardens.
- Continue national marketing of Concord for economic development.
- Continue to serve recognized neighborhoods and expand the Neighborhood Program.

STEPS / PROGRAMS BEING UNDERTAKEN TO ENHANCE PERFORMANCE:

- Continue and expand use of surveys to identify program and priority changes that are needed, as well as to determine effectiveness of efforts to achieve customer satisfaction by surveying businesses, in addition to neighborhood program participants.
- Continue to expand use of performance information into program management and budgeting.
- Review economic development incentive programs to identify needed updates.
- Continue to improve coordination with other departments to ensure that projects stay on track and problems are identified and solved early.

PERFORMANCE GOALS:**Major Service Area: Business Assistance**

Goal: To provide accurate information and assistance in a timely manner to existing and prospective businesses in order to facilitate industrial diversification, capital investment and job creation.

Major Service Area: Long-range Planning

Goal: To provide timely and accurate information and plans for future development, in partnership with citizens, to the Mayor and City Council, management, department directors, developers, and the general public in order to ensure the effective use of City resources.

Major Service Area: Neighborhood Program

Goal: To provide accurate information and assistance in a timely manner to the City's neighborhoods in order to foster clear communication and productive relationships between City government and citizens.

PERFORMANCE SUMMARY:

Major Service Area	Performance Indicator	Measure Type	FY07 Actual	FY08 Actual	FY09 Obj.	FY09 Actual	FY10 Obj.	Benchmark Target
Business Assistance	% of customers 'Very' to 'Somewhat' satisfied with business assistance	Effectiveness	100%	93%	80%	80%	80%	90%
Long-range Planning	% of SAP's consistent with sustainable development principles	Effectiveness	100%	100%	90%	100%	90%	90%
NBHD Program	% of customers 'Very' to 'Somewhat' satisfied with Neighborhood program	Effectiveness	100%	100%	80%	100%	80%	90%

BUDGET SUMMARY:

Cost Center #: 4910	2006-2007	2007-2008	2008-2009	2008-2009	2009-2010	2009-2010
	Actual Expenditures	Actual Expenditures	Council Approved*	Actual Expenditures**	Manager Recommended	Council Approved
Personnel Services	\$ 565,950	\$ 629,966	\$ 701,771	\$ 697,031	\$ 729,629	\$ 729,629
Operations	\$ 191,819	\$ 239,524	\$ 198,214	\$ 118,337	\$ 141,514	\$ 141,514
Capital Outlay	\$ -	\$ 13,290	\$ 19,400	\$ -	\$ -	\$ -
Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Cost Allocations	\$ 94,617	\$ 54,469	\$ 75,653	\$ 75,032	\$ 55,143	\$ 55,143
Transfers	\$ 147,430	\$ 45,000	\$ 45,000	\$ 45,000	\$ 125,000	\$ 125,000
Total Expenditures	\$ 999,816	\$ 982,249	\$ 1,040,038	\$ 935,400	\$ 1,051,286	\$ 1,051,286
% budget change	-31%	-2%	6%			1%
Total Revenues	\$ 339	\$ 158	\$ 200	\$ 130	\$ 100	\$ 100
Net Costs	\$ 999,477	\$ 982,091	\$ 1,039,838	\$ 935,270	\$ 1,051,186	\$ 1,051,186
* as amended						
**as of 7/20/09						
Authorized FTE	8.50	8.50	9.00	9.00	9.00	9.00

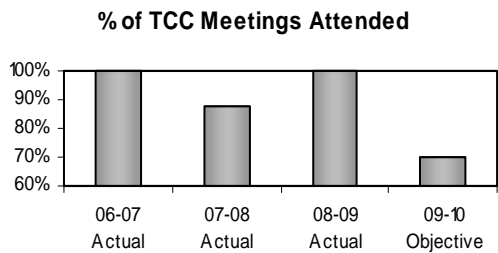
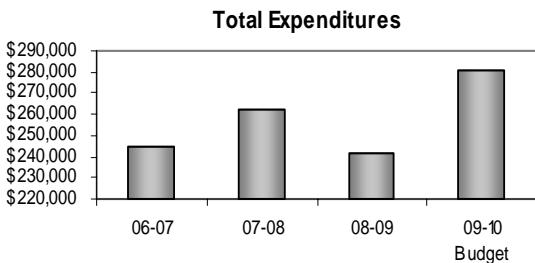
TRANSPORTATION PLANNING

MISSION: Transportation Planning is accomplished in a cooperative partnership with the Cabarrus-Rowan Metropolitan Planning Organization (MPO). The MPO coordinates all transportation planning including highway, rail, bus, and aviation. The Business & Neighborhood Services Department serves as the Lead Planning Agency for the MPO.

PROGRAM LOCATOR:

Fund: General Fund
Functional Area: Economic Development
Department: Business & Neighborhood Services
Division: **Transportation Planning**

BUDGET & PERFORMANCE HIGHLIGHTS:



MAJOR SERVICE(S) PROVIDED:

- MPO transportation planning
- Regional coordination on transportation issues in the Charlotte metro area

FY 2008-09 MAJOR ACCOMPLISHMENTS:

- Submitted revised socioeconomic data and project lists for the LR Transportation Plan as requested by NCDOT
- Submitted socioeconomic data and street network revisions for 2011 and 2012 for the new SIP and new Air Quality Emission Budgets.
- Submitted base year socioeconomic data (2007) and network updates for the Metrolina Travel Model.
- Submitted a list of priority projects for the 2011-2017 Transportation Improvement Program (TIP) to NCDOT.
- Provided staff support and participated with the CRAFT Technical Committee.
- Developed a draft Unified Planning Work Program and 5 Year Planning Calendar.
- Completed a draft Public Involvement Policy as required by the federal government.

- Completed the interlocal agreement for the Rowan Express, a multi-jurisdictional transit project.
- Coordinated and submitted comments on the new CMAQ Administrative Process as proposed by NCDOT.
- Submitted a list of FAST TRACK CMAQ projects to NCDOT.
- Submitted a list of stimulus package projects to NCDOT.
- Attended training on Title VI as directed by the federal government.
- Completed 90 percent of the LR Transportation Plan report and submitted to the federal government for review.
- Worked with City Managers office and City infrastructure departments to finalize streetscape improvements on McCachern Avenue for possible CMAQ funding.

FY 2009-10 MAJOR BUDGET CHANGES / NEW REQUESTS / FOCUS AREAS:

- Continue work on LRTP / Metrolina Model Maintenance including annual updates to socioeconomic base year data and changes to the Model network(s).
- Review the draft 2011-2017 Transportation Improvement Program (TIP).
- Complete work on the MPO's Conformity Report.
- Complete work on the State's Comprehensive Transportation Plan (CTP) for the MPO.
- Continue work with regional partners on issues of air quality, transportation finance, and project delivery.
- Complete the annual Unified Planning Work Program.

STEPS / PROGRAMS BEING UNDERTAKEN TO ENHANCE PERFORMANCE:

- Coordinate the Conformity Report for the region's MPOs.
- Initiate discussions with region's MPOs on a list of Regionally Significant Projects and Exempt Projects for the LR Transportation Plans.
- Continue staff support to CRAFT.
- Interpret and apply federal guidelines from the new Federal Transportation Bill: SAFETEA-LU.

ECONOMIC DEVELOPMENT

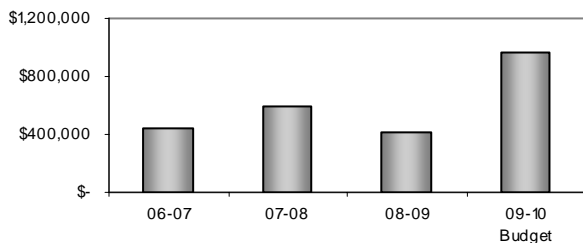
MISSION: Economic Development administers local, state and federal funds to stabilize neighborhoods, improve infrastructure, and create jobs through economic development opportunities.

PROGRAM LOCATOR:

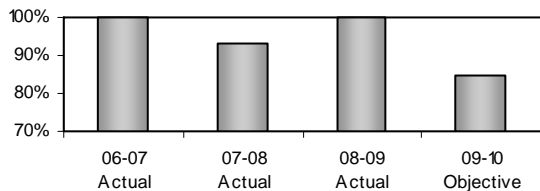
Fund: General Fund
Functional Area: Economic Development
Department: Business & NBHD Services
Division: **Economic Development**

BUDGET & PERFORMANCE HIGHLIGHTS:

Total Expenditures



% of Customers Rating Overall Satisfaction as "Very" or "Somewhat"



MAJOR SERVICE(S) PROVIDED:

- Redevelopment facilitation to assist developers through renovation / reuse projects in the Center City which are more complex and pose higher risks than vacant land development elsewhere
- Investment tracking to monitor public and private investment in the Center City as a guide for investment decisions

FY 2008-09 MAJOR ACCOMPLISHMENTS:

- Assisted in accomplishing the sale of the former public works property to John Falkenbury for The Oaks at Stephens Place. The project value is \$18 million.
- Facilitated the sale of the former Cabarrus bank & Trust property at the intersection of Union and Means Streets. Proposed uses include restaurant, housing condos, a bed and breakfast, and entertainment.
- Facilitated a study of the Concord Hotel, Heilig-Meyers, First Charter properties to determine

possible building reuse and development opportunities.

- Worked with the purchaser of the former Willis Hosiery plant on Academy Street to improve the site and market the facility.
- Worked with the owner of the former Creamery on Church Street on redevelopment issues and local incentives.
- Worked with Lorenz Architecture on the development of new office for the firm on Cabarrus Avenue.
- Staff served on Design and Business Development committees of Concord Downtown Development Corporation and its Board of Directors.
- Completed Downtown Master Plan that involved parking management, economic assessment, and private/public investment strategies.
- Modified all incentive grant guidelines to better facilitate development and to get the property at full assessment within four years after the grant award.
- Designed the Martin Luther King (MLK) monument and plaza to be located on Cabarrus Avenue.

FY 2009-10 MAJOR BUDGET CHANGES / NEW REQUESTS / FOCUS AREAS:

- Continue to facilitate redevelopment activities for the Oaks at Stephens Place, the Creamery on Church Street, former Cabarrus Bank building on Union Street and the Hotel Concord / Heilig-Meyers properties.
- Continue encouraging the redevelopment of Brown and Norcott Mills on Cabarrus Avenue and the former Collins and Aikman plant on Old Charlotte Road.
- Continue to partner with Concord Downtown Development Corporation in marketing redevelopment opportunities in downtown.
- Continue property acquisitions on Cabarrus Avenue as funding permits.
- Assist City infrastructure departments in implementing the first phase of the McCachern Streetscape improvements as well as Dorland Avenue realignment.
- Continue implementing Downtown Master Plan strategies geared toward improving parking and signage and encouraging private investment.

STEPS / PROGRAMS BEING UNDERTAKEN TO ENHANCE PERFORMANCE:

- Continue the use of surveys to identify program and priority changes that are needed, as well as to determine effectiveness of efforts to achieve customer satisfaction by surveying businesses.
- Review Downtown and Center City incentive programs to identify needed updates.
- Actively market programs and opportunities to encourage investment from the private sector.

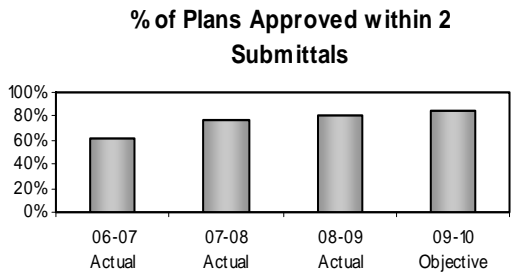
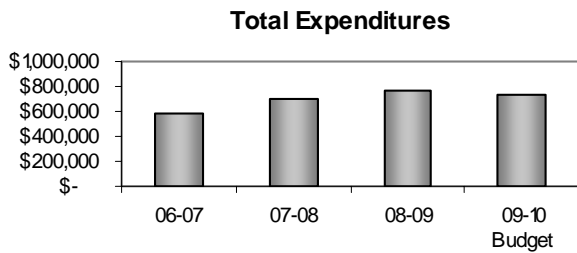
DEVELOPMENT SERVICES

MISSION: The Development Services Department exists to provide courteous, effective and accurate planning, development and inspection services to the City of Concord residents and development community in order to build a thriving, prosperous, and safe community that enhances the quality of life for all residents of the City of Concord.

PROGRAM LOCATOR:

Fund: General Fund
Functional Area: Economic Development
Department: **Development Services**
Division: N/A

BUDGET & PERFORMANCE HIGHLIGHTS:



MAJOR SERVICE(S) PROVIDED:

- Development Plan Review
- Permit Processing
- Public Hearings: Planning and Zoning Commission, Board of Adjustment and the Historic Preservation Commission

FY 2008-09 MAJOR ACCOMPLISHMENTS:

- Concluded participation in the School of Government's development review benchmarking project and implemented strategies from project.
- Updated and improved the website in order to provide a customer-friendly resource for citizens and the development community to access detailed plan review cases, development regulations, and fee estimates online. This also met one of the requirements of our NFIP rating.
- Adopted updates to the CDO and the Historic Handbook in order to provide citizens and the development community with a document that reflects current regulations in a consolidated and organized document.

FY 2009-10 MAJOR BUDGET CHANGES / NEW REQUESTS / FOCUS AREAS:

- Continue to implement strategies learned from the School of Government's development review benchmarking project.
- Continue to work on a detailed, multi-departmental financial analysis to determine the appropriate level of plan review fees that should be recovered.
- Continue to ensure plan review fees reflect an acceptable percentage of appropriate staff time.
- Update ordinance to include low-impact development and tree preservation regulations.

STEPS / PROGRAMS BEING UNDERTAKEN TO ENHANCE PERFORMANCE:

- Continue to conduct an annual survey and follow-up with focus group to determine customer satisfaction with the review process.
- Conduct weekly staff meetings to discuss all upcoming projects that appear before the Planning and Zoning Commission, Board of Adjustment, and Historic Preservation Commission, with regard to design, site plan layout, and other issues.
- Continue to review all plan review comments for consistency within departments prior to being sent to the applicant.
- Provide work sessions for contractors/engineers/developers on any new development regulations.
- Continue to work with engineering to develop ways to improve the review process.
- Conduct meetings with users to discuss low-impact development regulations.

PERFORMANCE GOALS:**Major Service Area: Development Plan Review**

Goal: To provide an accurate and timely review for the development community in order to reduce the time required for plan review.

Major Service Area: Permitting

Goal: To provide accurate and timely issuance of development permits to developers and citizen in order to ensure compliance with local ordinances.

Major Service Area: Public Hearings

Goal: To provide complete and accurate case information to various City boards in order to help the board members make well-educated decisions concerning zoning and development approvals.

PERFORMANCE SUMMARY:

Major Service Area	Performance Indicator	Measure Type	FY07 Actual	FY08 Actual	FY09 Obj.	FY09 Actual	FY10 Obj.	Benchmark Target
Dev. Plan Review	% of plans approved within 2 submittals	Effectiveness	62%	77%	85%	80%	85%	95%
Dev. Plan Review	# of plans submitted	Workload	510	459	339	524	N/A	N/A
Permitting	% of customers satisfied with permitting process	Effectiveness	80%	85%	85%	82%	85%	95%
Public Hearings	% of board members rating overall satisfaction with the agenda information completeness as "Very Satisfied" or "Satisfied"	Effectiveness	90%	95%	95%	98%	95%	100%

BUDGET SUMMARY:

Cost Center #: 4925	2006-2007		2007-2008		2008-2009		2009-2010	
	Actual Expenditures	Actual Expenditures	Council Approved*	Actual Expenditures**	Manager Recommended	Council Approved		
	Personnel Services	\$ 495,144	\$ 565,300	\$ 631,846	\$ 631,190	\$ 612,310	\$ 612,310	
Operations	\$ 75,133	\$ 97,453	\$ 154,082	\$ 106,588	\$ 79,685	\$ 79,685		
Capital Outlay	\$ -	\$ 23,975	\$ -	\$ -	\$ -	\$ -		
Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		
Cost Allocations	\$ 16,675	\$ 20,434	\$ 34,201	\$ 32,872	\$ 38,252	\$ 38,252		
Total Expenditures	\$ 586,952	\$ 707,162	\$ 820,129	\$ 770,650	\$ 730,247	\$ 730,247		
% budget change	4%	20%	16%					-11%
Total Revenues	\$ 320,650	\$ 360,043	\$ 204,000	\$ 200,197	\$ 130,000	\$ 130,000		
Net Costs	\$ 266,302	\$ 347,119	\$ 616,129	\$ 570,453	\$ 600,247	\$ 600,247		
* as amended								
**as of 7/20/09								
Authorized FTE	9.00	10.00	10.00	10.00	9.00	9.00		