

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 Planning & Neighborhood Development, Transportation Planning, and Economic Development.

DEPARTMENTS:

Planning & Neighborhood Development: The Planning & Neighborhood Development 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. Additional information regarding the Planning & Neighborhood Development Department may be obtained by contacting Margaret Pearson, Planning & Neighborhood Development Director, at (704) 920-5151 or via email at pearsonm@concordnc.gov.

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 Joseph K. Wilson III, P.E. Transportation Director, at (704) 920-5362 or via email at wilsonj@concordnc.gov.

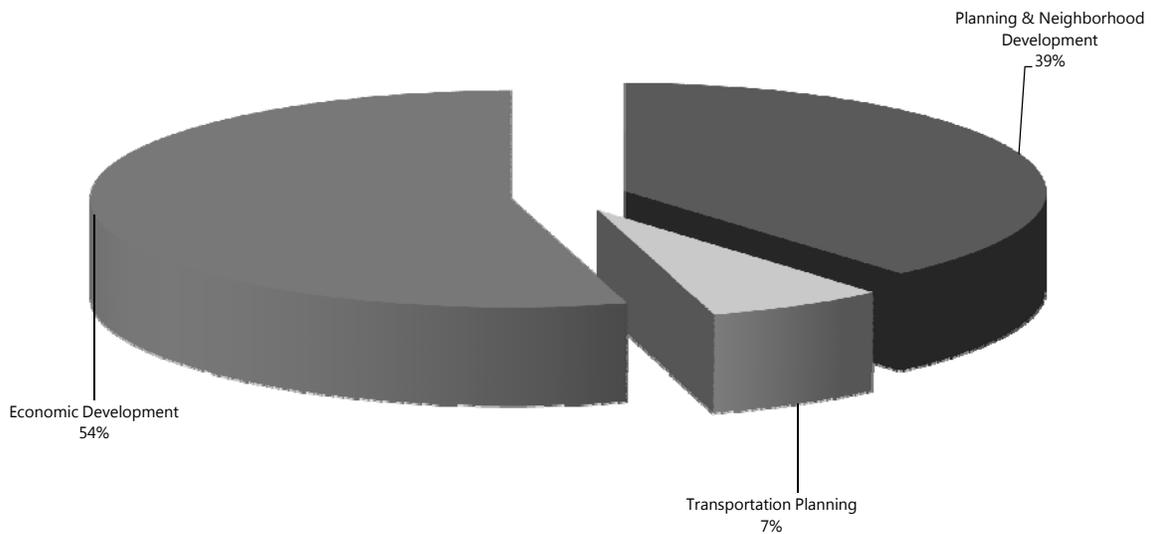
Economic Development: Economic Development administers local, state and federal funds to stabilize neighborhoods, improve infrastructure, and create jobs through economic development opportunities. Additional information regarding Economic Development may be obtained by contacting Jeff Young, Economic Development and Sustainability Director, at (704) 920-5132 or via email at youngj@concordnc.gov.

Economic Development Expenditures

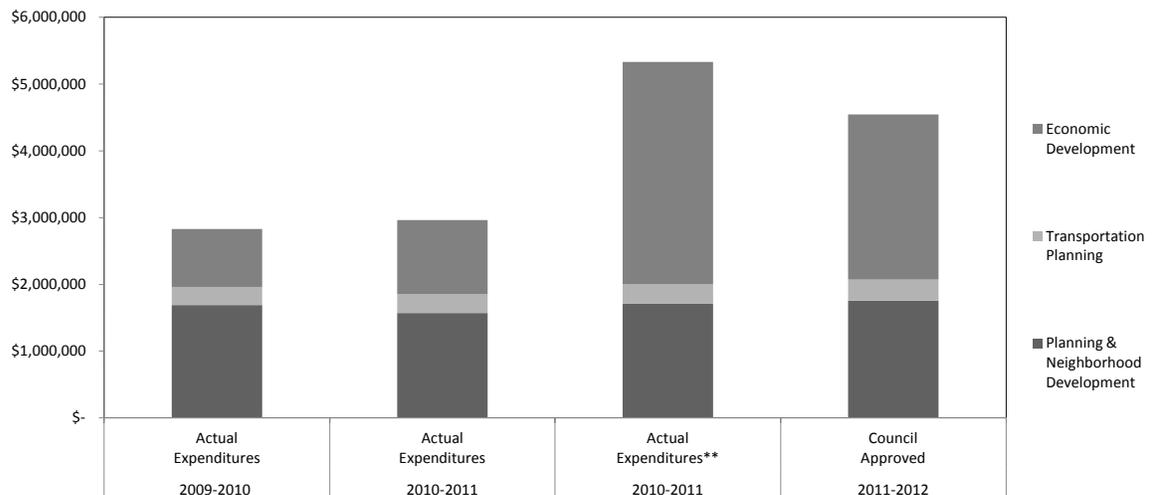
	2009-2010 Actual Expenditures	2010-2011 Actual Expenditures	2011-2012 Council Approved*	2010-2011 Actual Expenditures**	2011-2012 Manager Recommended	2011-2012 Council Approved
By Department (General Fund)						
Planning & Neighborhood Development	\$ 1,692,606	\$ 1,572,970	\$ 1,902,310	\$ 1,716,367	\$ 1,757,876	\$ 1,757,876
Transportation Planning Economic Development	\$ 271,205	\$ 280,071	\$ 313,248	\$ 286,320	\$ 312,478	\$ 312,478
	\$ 864,879	\$ 1,108,857	\$ 3,359,852	\$ 3,327,534	\$ 2,474,300	\$ 2,474,300
Total Expenditures	\$ 2,828,690	\$ 2,961,898	\$ 5,575,410	\$ 5,330,221	\$ 4,544,654	\$ 4,544,654
* as amended	19%	5%	68%			-18%

**as of August 8, 2012

FY 12-13 Economic Development Expenditures (by Department)



Economic Development Expenditure Trend



PLANNING & NEIGHBORHOOD DEVELOPMENT

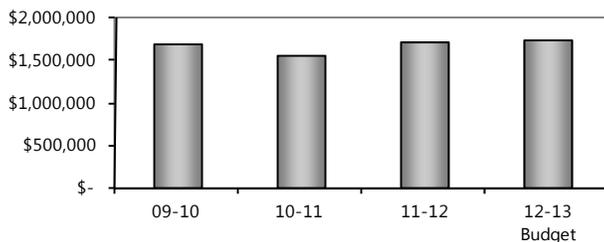
MISSION: The Planning & Neighborhood Development Department exists to provide courteous, effective and accurate planning, development and inspection services to the City of Concord residents and development community in order to build a thriving, prosperous, and safe community that enhances the quality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

PROGRAM LOCATOR:

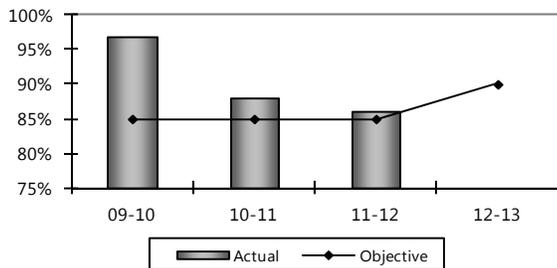
Fund: General Fund
 Functional Area: Economic Development
 Department: **Planning & Neighborhood Development**
 Division: N/A

BUDGET & PERFORMANCE HIGHLIGHTS:

Total Expenditures



% of Plans Approved within 2 Submittals



MAJOR SERVICE(S) PROVIDED:

- Development Plan Review and Permitting
- Public Hearings: Planning and Zoning Commission, Board of Adjustment and the Historic Preservation Commission
- Downtown business assistance with data collection, site selection, plan reviews, incentives and other matters
- CDBG/Home Program
- Long-range planning in partnership with citizens

FY 2011-12 MAJOR ACCOMPLISHMENTS:

- Continued to implement strategies learned from the School of Government's development review benchmarking project by integrating new technology, plan review processes and building renovations.
- Incorporated a 5% technology charge in permits which was well received by the development community.
- Performed six (6) Phase I and three (3) Phase II Brownfield Assessments of privately owned sites to accelerate development opportunities.

- Recruited Carolina Courts to Downtown Concord and modified an existing brownfield economic development grant and low interest loan for the project.
- Completed Ph. I renovations at Clearwater Artist Studios and leased the studios to nine (9) artists.
- Worked with Carlisle Development to develop a site plan, proforma and financing model for the next phase of Logan redevelopment consisting of 7.3 acres.
- Completed installation of solar panels on canopies at the Municipal Parking Deck. The project generates 80,000 kilowatt hours per year and is privately owned.
- Completed renovations on first floor of the Annex that improved customer service and security for Planning and Human Resources functions.
- Selected artists to replace Downtown murals in the alley between of Union St Bistro and the Bicentennial Parking lot.

FY 2012-13 MAJOR BUDGET CHANGES / NEW REQUESTS / FOCUS AREAS:

- Continue to implement strategies learned from the School of Government's development review benchmarking project including staffing, office space and technology.
- Continue to generate informational service specific Website, newsletters and pamphlets for citizen/developer education and assistance.
- Conclude Downtown Historic District recommendation.
- Complete mural paintings in Downtown.
- Continue working with Carlisle Development and the Housing Department to obtain financing and approvals for the next phase of Logan redevelopment.
- Partner with Concord Downtown Development to attract private investment to redevelop the Concord Hotel and former First Union building in Downtown.

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 including those that appear before various boards commission and 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.
- Continue to provide Development Review Committee work sessions for contractors/engineers/developers on any new development regulations.
- Continue to expand use of performance information in program management/ budgeting.
- 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: 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: Downtown 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: 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: 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: 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	FY10 Actual	FY11 Actual	FY12 Obj.	FY12 Actual	FY13 Obj.	Benchmark Target
Dev. Plan Review	% of plans approved within 2 submittals	Effectiveness	97%	85%	85%	86%	85%	95%
Dev. Plan Review	# of plans submitted	Workload	233	233	N/A	271	N/A	N/A
Permitting	% of customers satisfied with permitting process	Effectiveness	90%	85%	85%	85%	90%	95%
Public Hearings	% of board members rating overall satisfaction with the agenda information completeness as "Very Satisfied" or "Satisfied"	Effectiveness	98%	95%	95%	97%	95%	100%
Business Assistance	% of customers "very" or "somewhat" satisfied with business assistance	Effectiveness	NA	NA	80%	80%	90%	90%
Neighborhood Program	% of customers "very" or "somewhat" satisfied with Neighborhood Program	Effectiveness	NA	NA	80%	100%	80%	80%

BUDGET SUMMARY:

Cost Center #: 4910	2009-2010		2010-2011		2011-2012		2012-2013	
	Actual Expenditures	Actual Expenditures	Council Approved*	Actual Expenditures**	Manager Recommended	Council Approved		
Personnel Services	\$ 1,284,028	\$ 1,279,478	\$ 1,121,876	\$ 1,111,639	\$ 1,069,867	\$ 1,069,867		
Operations	\$ 191,625	\$ 166,086	\$ 237,453	\$ 209,060	\$ 251,514	\$ 251,514		
Capital Outlay	\$ -	\$ -	\$ 227,099	\$ 141,859	\$ 10,000	\$ 10,000		
Cost Allocations	\$ 91,953	\$ 82,406	\$ 204,882	\$ 187,809	\$ 418,206	\$ 418,206		
Transfers	\$ 125,000	\$ 45,000	\$ 111,000	\$ 66,000	\$ 8,289	\$ 8,289		
Total Expenditures	\$ 1,692,606	\$ 1,572,970	\$ 1,902,310	\$ 1,716,367	\$ 1,757,876	\$ 1,757,876		
% budget change	1%	-7%						-8%
Total Revenues	\$ 165,079	\$ 146,329	\$ 160,000	\$ 202,195	\$ 160,000	\$ 160,000		
Net Costs	\$ 1,527,527	\$ 1,426,641	\$ 1,742,310	\$ 1,514,172	\$ 1,597,876	\$ 1,597,876		
* as amended								
**as of August 8, 2012								
In FY11, Planning & Neighborhood Development was created by merging Business & Neighborhood Services with Development Services. Figures above reflect the combined expenses of the budget units in previous years								
Authorized FTE	18.00	17.85	15.00	15.00	15.00	15.00	15.00	15.00

TRANSPORTATION PLANNING

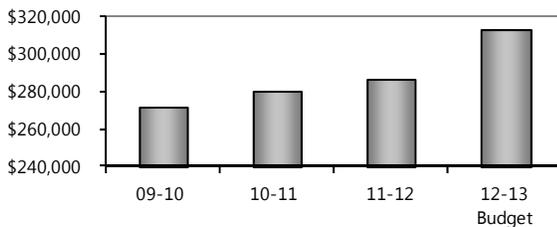
MISSION: Transportation Planning is accomplished through local urban design efforts and a cooperative partnership with the Cabarrus-Rowan Metropolitan Planning Organization (CRMPO). The CRMPO plans for regional transportation needs including highway, transit, air, bicycle and pedestrian facilities within both Cabarrus and Rowan counties as well as connections to the greater Metrolina Area. Transportation Department staff serve as advisors to the City's Planning and Urban Development Department and as members and alternates to the CRMPO's Technical Coordinating Committee.

PROGRAM LOCATOR:

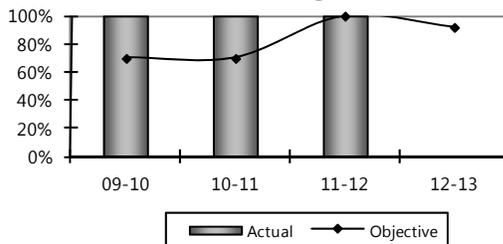
Fund: General Fund
Functional Area: Public Works and Economic Development
Department: Transportation
Division: **Transportation Planning**

BUDGET & PERFORMANCE HIGHLIGHTS:

Total Expenditures



% of TCC Meetings Attended



MAJOR SERVICE(S) PROVIDED:

- Support for local urban design efforts
- MPO transportation planning
- Regional coordination on transportation issues in the Charlotte metro area

FY 2011-12 MAJOR ACCOMPLISHMENTS:

- Completed the City of Concord Comprehensive Transportation Plan (CTP) 2011 Update.

- Provided staff support and participated with regional partners on issues of air quality, transportation planning, transportation finance, and project delivery with the Technical Coordination Committee of the CRMPO.
- Provided staff support and participated with the CRAFT Technical Committee.

FY 2012-13 MAJOR BUDGET CHANGES / NEW REQUESTS /

FOCUS AREAS:

- As the lead Agency, provide for new contract for the CRMPO transportation consultant.
- Continue to provide participating funds to work with regional partners on issues of transportation planning, air quality, transportation finance, and project delivery as coordinated through the CRMPO and its contracted agents.
- Assist in the completion of Comprehensive Transportation Plan (CTP) Index for the CRMPO.
- Continue work on LRTP / Metrolina Model Maintenance including annual updates to socioeconomic base year data, changes to the Model network(s) and complete work on the Conformity Report.
- Continue to work with the NCDOT and affected property owners to ensure construction let of the George W. Liles Blvd extension in 2013.

STEPS / PROGRAMS BEING UNDERTAKEN TO ENHANCE

PERFORMANCE:

- Improve communication efforts between the City, and member jurisdictions within the framework of the CRMPO.
- Improve communication and staff involvement and support to Charlotte Regional Alliance for Transportation (CRAFT).

PERFORMANCE GOALS

Major Service Area: MPO Transportation Planning

Goal: To provide Concord citizens with active representation in the MPO transportation planning process through representation on the Technical Coordinating Committee in order to address issues to increase transportation choices, reduce road congestion, increase traffic flow and improve traffic safety.

Major Service Area: Regional Coordination

Goal: To provide Concord citizens with regional representation to coordinate and cooperate with partners in the Charlotte metro area, as outlined and required by USDOT and NCDOT, and to provide a significant presence in any regional discussions about transportation planning and project/service delivery.

PERFORMANCE SUMMARY

Major Service Area	Performance Indicator	Measure Type	FY10 Actual	FY11 Actual	FY12 Obj.	FY12 Actual	FY13 Obj.	Benchmark Target
MPO Transportation Planning	% of TCC meetings attended	Effectiveness	100%	100%	75%	100%	92%	100%
Regional Coordination	% of Regional Model Executive Committee meetings attended	Effectiveness	100%	100%	75%	100%	75%	100%

BUDGET SUMMARY

Cost Center #: 4915	2009-2010	2010-2011	2011-2012	2011-2012	2011-2012	2012-2013
	Actual	Actual	Council	Actual	Manager	Council
	Expenditures	Expenditures	Approved*	Expenditures**	Recommended	Approved
Operations	\$ 271,205	\$ 280,071	\$ 313,248	\$ 286,320	\$ 312,478	\$ 312,478
Total Expenditures	\$ 271,205	\$ 280,071	\$ 313,248	\$ 286,320	\$ 312,478	\$ 312,478
% budget change	8%	3%				-0.2%
* as amended						
**as of August 8, 2012						
Authorized FTE	0.00	0.00	0.00	0.00	0.00	0.00

ECONOMIC DEVELOPMENT

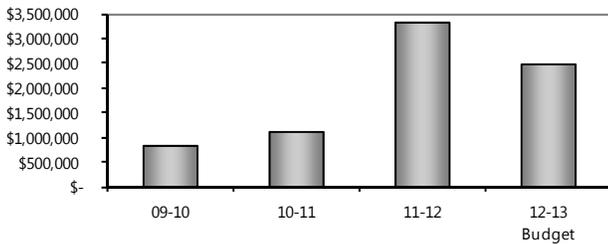
MISSION: Economic Development administers local, state and federal funds to stabilize neighborhoods, improve infrastructure, and create jobs through economic development opportunities.

PROGRAM LOCATOR:

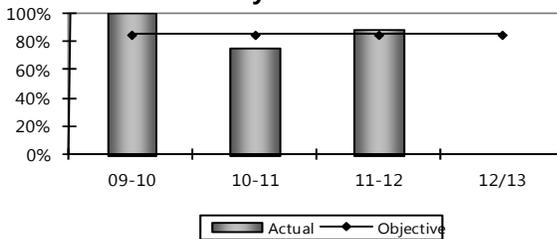
Fund: General Fund
Functional Area: Economic Development
Department: City Manager's Office
Division: **Economic Development**

BUDGET & PERFORMANCE HIGHLIGHTS:

Total Expenditures



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



MAJOR SERVICE(S) PROVIDED:

- Recruit, retain and help expand businesses.
- Facilitate redevelopment to assist developers through complex renovation / reuse projects in the Center City which pose higher risks than vacant land development elsewhere.
- Track Center City investment to monitor public and private investment in the Center City.

FY 2011-12 MAJOR ACCOMPLISHMENTS:

- Facilitated expansion of the City's first major alternative energy businesses in lithium battery technology.
- Completed four incentive agreements for companies collectively investing almost \$131 million in Concord.
- Staff continued close partnership with the Cabarrus Economic Development Corporation.

- Economic Development & Sustainability Director achieved Certified Economic Developer status.
- Staff served on Design and Business Development committees of Concord Downtown Development Corporation and its Board of Directors.
- Recruited Carolina Courts to Downtown Concord. The site investment is a \$4 million and the facility will create 20,000 hotel room nights and bring in 200,000 people.
- Continue to facilitate with Concord Downtown Development Corporation the redevelopment of the Concord Hotel, Fifth Third Bank, and Heilig Meyers properties in Downtown.
- Continued implementing the Downtown Master Plan.

FY 2012-13 MAJOR BUDGET CHANGES / NEW REQUESTS / FOCUS AREAS:

- Continue to partner with the Cabarrus Economic Development Corporation in recruiting and retaining industry in Concord.
- Continue to partner with Concord Downtown Development Corporation in marketing redevelopment opportunities in downtown.
- Support further development of alternative energy companies and other emerging sectors.
- Expand online marketing of Concord for economic development.
- Continue to build on the momentum of the Carolina Courts project to finalize the redevelopment of the Concord Hotel and the former First Union building in Downtown.
- Continue to work with the Cabarrus Creamery ownership on Creamery redevelopment on Church Street.
- Continue to assist developers with the permit process of the City.
- Assist infrastructure departments in the McCachern Street improvements.

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 economic development incentive grant programs to identify needed updates.
- Actively market programs and opportunities to encourage investment from the private sector.

PERFORMANCE GOALS:**Major Service Area: Redevelopment Facilitation**

Goal: To provide enhanced investment and redevelopment opportunities within the developed and older areas of Concord in a timely manner to simplify project complexity, reduce risk factors, attract capital investment and create jobs.

Major Service Area: Investment Tracking

Goal: To provide accurate information in a timely manner to developers, elected officials and City management regarding public and private investment in the Center City in order to guide and support investment decisions.

PERFORMANCE SUMMARY:

Major Service Area	Performance Indicator	Measure Type	FY10 Actual	FY11 Actual	FY12 Obj.	FY12 Actual	FY13 Obj.	Benchmark Target
Redevelopment Facilitation	% of customers rating overall satisfaction as 'Very' or 'Somewhat' satisfied	Effectiveness	100%	N/A	85%	89%	85%	90%
Investment Tracking	Total public and private investment in downtown redevelopment	Effectiveness	\$1.7 million	\$52,000	N/A	\$4.7 million	N/A	N/A
Investment Tracking	Total public and private investment in Cabarrus Avenue redevelopment	Effectiveness	\$251,000	\$1.02 million	N/A	\$83,540	N/A	N/A
Investment Tracking	Total public and private investment in Church Street redevelopment	Effectiveness	\$3.6 million	\$1.19 million	N/A	\$29.1 million	N/A	N/A

BUDGET SUMMARY

Cost Center #: 4920							
	2009-2010	2010-2011	2011-2012	2011-2012	2012-2013	2012-2013	
	Actual	Actual	Council	Actual	Manager	Council	
	Expenditures	Expenditures	Approved*	Expenditures**	Recommended	Approved	
Personnel Services	\$ -	\$ -	\$ 141,676	\$ 141,154	\$ 140,243	\$ 140,243	
Operations	\$ 864,879	\$ 1,108,857	\$ 3,218,176	\$ 3,186,380	\$ 2,333,126	\$ 2,333,126	
Cost Allocations	\$ -	\$ -	\$ -	\$ -	\$ 931	\$ 931	
Total Expenditures	\$ 864,879	\$ 1,108,857	\$ 3,359,852	\$ 3,327,534	\$ 2,474,300	\$ 2,474,300	
% budget change	93%	28%					-26%
Total Revenues	\$ 37,500	\$ -	\$ -	\$ 324,606	\$ 708,468	\$ 708,468	
Net Costs	\$ 827,379	\$ 1,108,857	\$ 3,359,852	\$ 3,002,928	\$ 1,765,832	\$ 1,765,832	
* as amended							
**as of August 8, 2012							
Authorized FTE	0.00	0.00	1.00	1.00	1.00	1.00	1.00