AGENDA

Meeting Type:	W
Date:	05-28-1992
SUBJECT	BUDGET WORKSHOP

City of Charlotte, City Clerk's Office

Budget Workshop 5/28/92

Mayor ✓
Campbell ✓
Clodfelter ✓
Hammond ✓
McCrory ✓
Majeed
Mangum ✓
Martin ✓
Patterson ✓
Reid ✓
Scarborough
Wheeler ✓

5:15 - get dinner
5:20

Venroot
Alexander - 80 questions -
Venroot - County 6/15
Council 6/22

Alexander
Hammond
Hammond/Mangum - App Staff recomm.
Clodfelter

Alexander
Clodfelter
Alexander
Clodfelter
White
Alexander
Clodfelter
Alexander
Vincent
Hammond
Alexander
Hammond
Alexander
McCrory
Patterson
McCrory
Alexander
McCrory
Wm
McCrory / Campbell YES Mangum, Mc
White, Campbell

VOTE -
No - McCrory
Alexander
Vincent

Clodfelter
Martin
Vinroot
Campbell
Clodfelter
Campbell
Reid
Clodfelter
Wheeler
Clodfelter
Mangum -
Alexander - Yes Wel'
Vinroot
Clodfelter
Vinroot
Reid
Clodfelter
Campbell
Clod. "
Reid
Vinroot
White
Vinroot
Campbell
Vinroot

Clodfelter
White
Clodfelter
Vinroot
White
Vinroot - Let's vote on Dan's list
Patterson / Hammond 1a - 1e
Vinroot
McCrory
White
Vinroot
Clodfelter
Patterson
McCrory
Clodfelter
Reid
Clodfelter
Alexander
Reid
Reid / make 1a 126 officers
Martin
Campbell
Reid
Campbell
Reid

White
Campbell
White
Martin
White
Martin
White
Alexander - 26
Martin
White
Martin
White
Hammond
McCrory
Mangum
Reid
White
Reid
Vinroot - VOTE Unan.
Wheeler
McCrory -
Clodfelter - Conditions applied
McCrory
Clodfelter
McCrory

Patterson
McCrory / Reid - Specify that one
Patterson time grant
Winroot
Patterson
Clodfelter
Martin
Alexander
Patterson
Winroot
#2
Clodfelter 1st 3 straw votes last
Thursday
2d - Clodfelter
Mangum
Clodfelter
Reid
Winroot
Reid
Clodfelter - Tape 1, Side 2
Reid
Winroot
Martin
Clodfelter
Martin
Campbell

Clodfelter
Campbell
Clodfelter
Patterson
Reid
Clodfelter
Reid
Clodfelter
Vinroot
McCrory
White
Vinroot
McCrory
Clodfelter
Patterson
Clodfelter
McCrory
Alexander
McCrory
Clodfelter
Vinroot
McCrory
Hammond
Martin
Pett

Warren
Clodfelter
Patterson
Hammond
Vinroot d, e, f
Pott / Wheeler
Uman

g -
No - McCrory
h
No McCrory

#3 Vinroot
Reid
Clodfelter
Vinroot
Clodfelter
Martin - 24
Clodfelter
Martin
#3 Vinroot
Campbell
White
Campbell
Reid
Vinroot

Reid
Vinroot
White
Vinroot
Reid
Vinroot
Clodfelter - These do not deal with permanent
White
McCrory
Alexander
Hammond
Vinroot
Hammond
Vinroot
White
Allen
VOTE - a - NO - Reid, C
YES - Clod, Patt, Hamm
b -
#615 -

Vinroot
4a -
McCrory
Clodfelter

Hammond
No - McCrory

4c
No - 5-4 in favor

4d - defer

4e
Clodfelter
Vinroot
Ms Campbell
Clodfelter
Martin
Wheeler
Morgan
Patterson
Alexander
Reid -
Alexander
Patterson
Reid
Clodfelter
McCrory
Alexander

Vinroot
Alexander
McCrory
McCrory/Reid -
Clodfelter
Patterson -
McCrory
Vinroot
Hammond - Leaves Nature Museum
whole, Disc Place whole -

Freida Nicholson
Hammond
Patterson - Feb. next year & tell
us what we should do with
Nature Museum. Why shouldn't
that go to County with Parks
Clodfelter
Alexander
Vinroot
VOTE - 1/6 Unan.
Vinroot F + G
~~FEB~~ McC
F - Unan
G - Unan
Mangum

Magnum / White
White
McCrory
Vinroot
Clodfelter
Wheeler
Patterson
Campbell
Vinroot
Campbell
Clodfelter
Reid - No tax increase
Vinroot
Campbell
McCrory
Vinroot
McCrory
Vinroot
Campbell
Wheeler
Hammond
Martin
Vinroot
Wheeler
Vinroot

McCrory
Hammond
McCrory
Hammond
Patterson
White
Reid
Clodfelter
Vinroot
Clodfelter
Martin
McCrory
Campbell

Tape 2, Side 1 - 6:55

Vinroot - 6/9 5:00
Mangum -
Vinroot
Clod

Mangum / Martin
Adjourn 7:00

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ABSENT Councilmembers Nasif Majeed and Ella Scarborough

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CAPITAL IMPROVEMENT PROGRAM

Viola Alexander, Budget and Evaluation Director, stated based on the Council's straw decisions tonight, they will incorporate the results into the ordinance preparation and the final action to be taken as soon as the county adopts their budget Council will act on June 22

[Motion was made by Councilmember Hammond and seconded by Councilmember]
[Mangum to approve the recommendation that the capital project and fin-]
[ancial policies be referred to the Council Public Services Committee]
[for recommendation of any changes necessary prior to the FY94-98]
[capital program budget discussion with the understanding that Council]
[will not be making appropriations to projects that have not yet been]
[started until the review takes place]

[A substitute motion was made by Councilmember McCrory, and seconded by]
[Councilmember Campbell to take the pavers for the Plaza/Midwood area]
[out of the Capital Budget]

The vote was taken on the substitute motion and recorded as follows

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* * * * * * *

OPERATING BUDGET DECISIONS

A general discussion was held concerning the FY93 Operating Budget, and straw votes were taken

* * * * * * *

ADJOURNMENT

[Motion was made by Councilmember Mangum, and seconded by Councilmember]
[Martin, and approved unanimously, to adjourn the meeting at 7 00 p m]

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Brenda R Freeze, City Clerk

Length of Meeting 1 Hour, 40 Minutes
Minutes Completed June 10, 1992

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Council Workshop Agenda
FY93 Budget

May 28, 1992

I. 5:00 **Handouts**

Dinner – Please feel free to get dinner anytime during the workshop.

II. 5:15 **Capital Improvement Program**

- **Recommend that the capital project and financial policies be referred to the Council Public Services Committee for recommendation of any changes necessary prior to the FY94–98 capital program budget discussion.**

  The Committee would also recommend any deferral of FY93 funded projects during this review.

III. 5:45 **Operating Budget Decisions**

Reminder: "Agenda: Charlotte" program hosted by Mayor Vinroot begins at 7:00 p.m.

PROPERTY TAX RATES

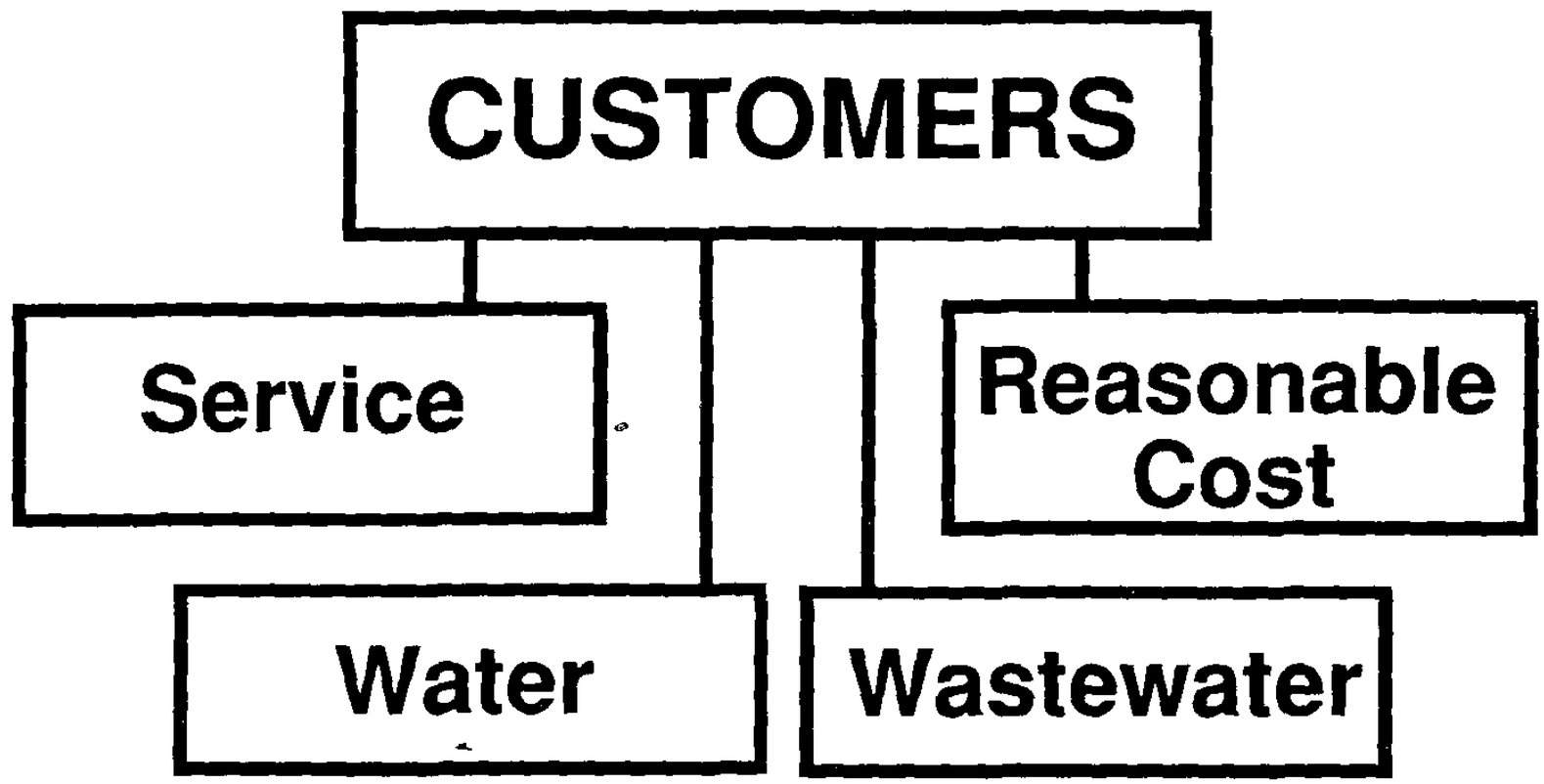
CITY	FY89	FY90	FY91	FY92	MGR REC FY93	NEXT REVALUE
Raleigh	$0 7200	$0 7300	$0 7750	$0 7850	$0 6175 *	FY01
Durham	$0 6775	$0 6775	$0 7045	$0 7335	$0 7735	FY94
Greensboro	$0 5275 *	$0 5525	$0 5950 **	$0 6100	$0 6700	FY97
Winston-Salem	$0 5300 *	$0 5300	$0 6000	$0 6200	$0 6200	FY94
Charlotte	$0 6275	$0 6275	$0 6275	$0.5500 *	$0 5220 ***	FY96

* Revaluation
** $0 0075 transit tax instituted separate from general fund (included in the rate listed above)
*** Reflects the transfer of Parks & Recreation to Mecklenburg County and $0 005 increase

City Of Charlotte

CMUD
Rightsizing Blueprint

What do Customers want?

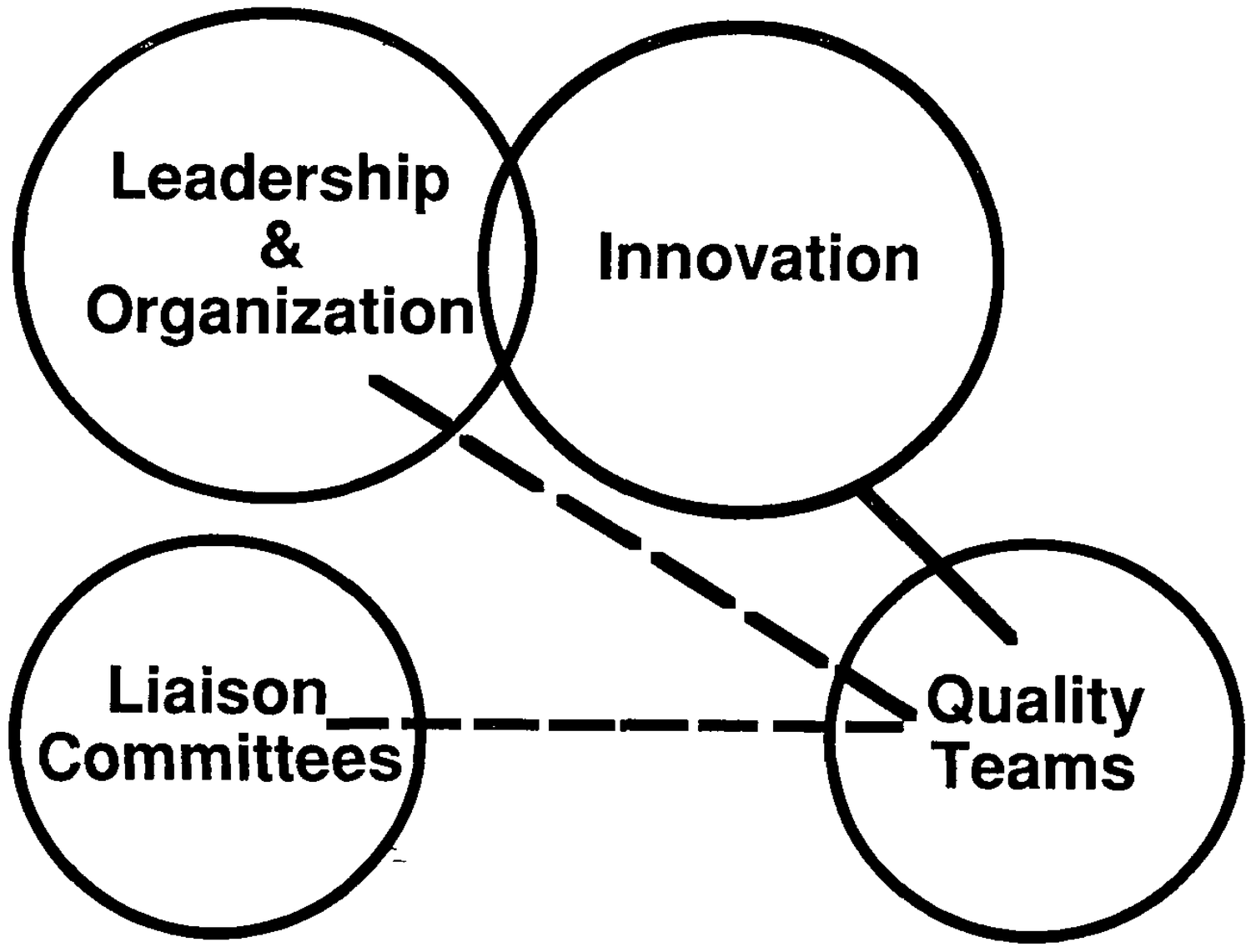


Core Values

- Quality & Excellence
- Accountability
- Productivity
- Teamwork
- Openness
- People Development

Goals

- Reduce Levels of Management
- Utilize Technology
- Provide Training
- Develop Teams
- Establish Self-Managed Teams


Leadership
&
Organization
Innovation
Liaison
Committees
Quality
Teams

Innovation Team

- Empowered
- Input from Quality Teams
- Division Heads and Facilitator
- Part of Job

Quality Teams

- Work Practices
- Ideas to Innovation Team for Approval and Implementation
- Part of Job
- Cross Section of Employees

Rules for Teams

- *"We've tried this before"* is not allowed.
- How can this work?
- It *is* my job.
- Just DO IT!

Schedule

- Communications
  January, 1992
- Services Inventory
- Develop Plan
- Enact Teams
- City Report Due to Council
  February, 1993

Communication Tools

- CMUD Suggestion Line
- Bulletin Board on LAN
- LEAP Training
- Staff Meetings
- Liaison Committees
- Quality Teams

Technology Plan

- Data Links
- Cable Television
- Communication Equipment
- Field Equipment
- Computer System Development

Engineering

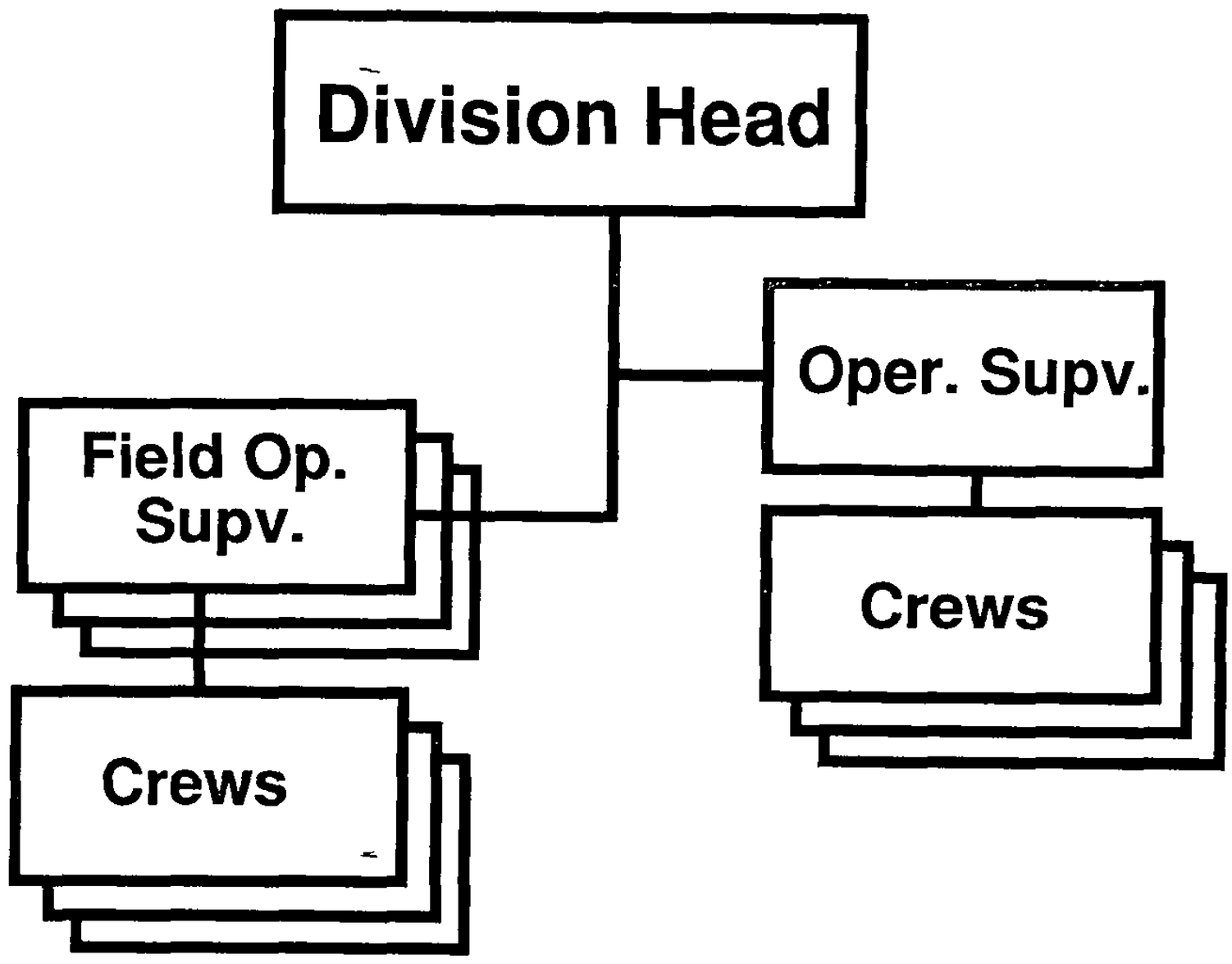
External Advantages

- Eliminates One Level of Project Review
- Same Team Reviews Water and Sewer
- Single Point of Contact
- Inspector Is Empowered

Internal Advantages

- Reduces Handling of Projects
- Reduces Supervisors by 12
- Levels of Supervision: 3

Water Distribution


Division Head
Oper. Supv.
Field Op. Supv.
Crews
Crews

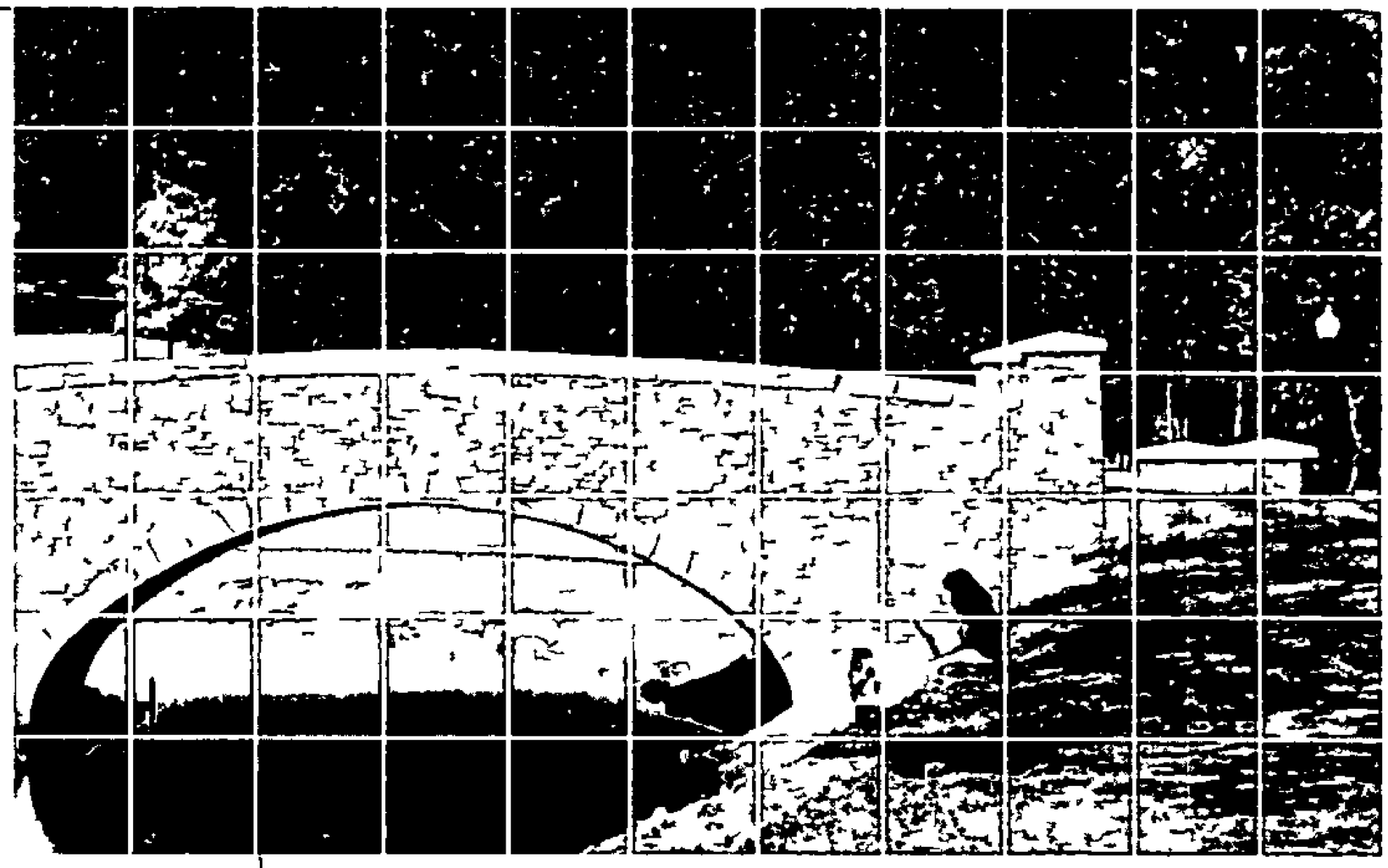
Advantages

- Reduces Travel Time
- Technology Reduces Crew Size
- Eliminates Some Specialty Crews
- Span of Leadership: 4-6
- Levels of Supervision: 3

Overall Benefits

- Reduction in Staff
- Fewer Layers of Management
  - Number of Supervisors Reduced
  - Span of Leadership Improved
  - Increased Use of Technology

JUST DO IT!!



Charlotte-Mecklenburg Planning Commission

FY93 Work Program

Table of Contents

Preface

Charlotte-Mecklenburg Planning Department ii
Work Program and Budget Requirements iii
Schedule iii

Program Context

A Growing Community 1
Regional Growth 3
Comparative Staffing Levels 4

FY 93 Work Program Overview

Involvement 7
Current Planning 7
Future 7
Priorities 8
Effectiveness 9

Mission Statement

Vision 11
Mission 11
Program Direction 11
Strategic Priorities and Services 12

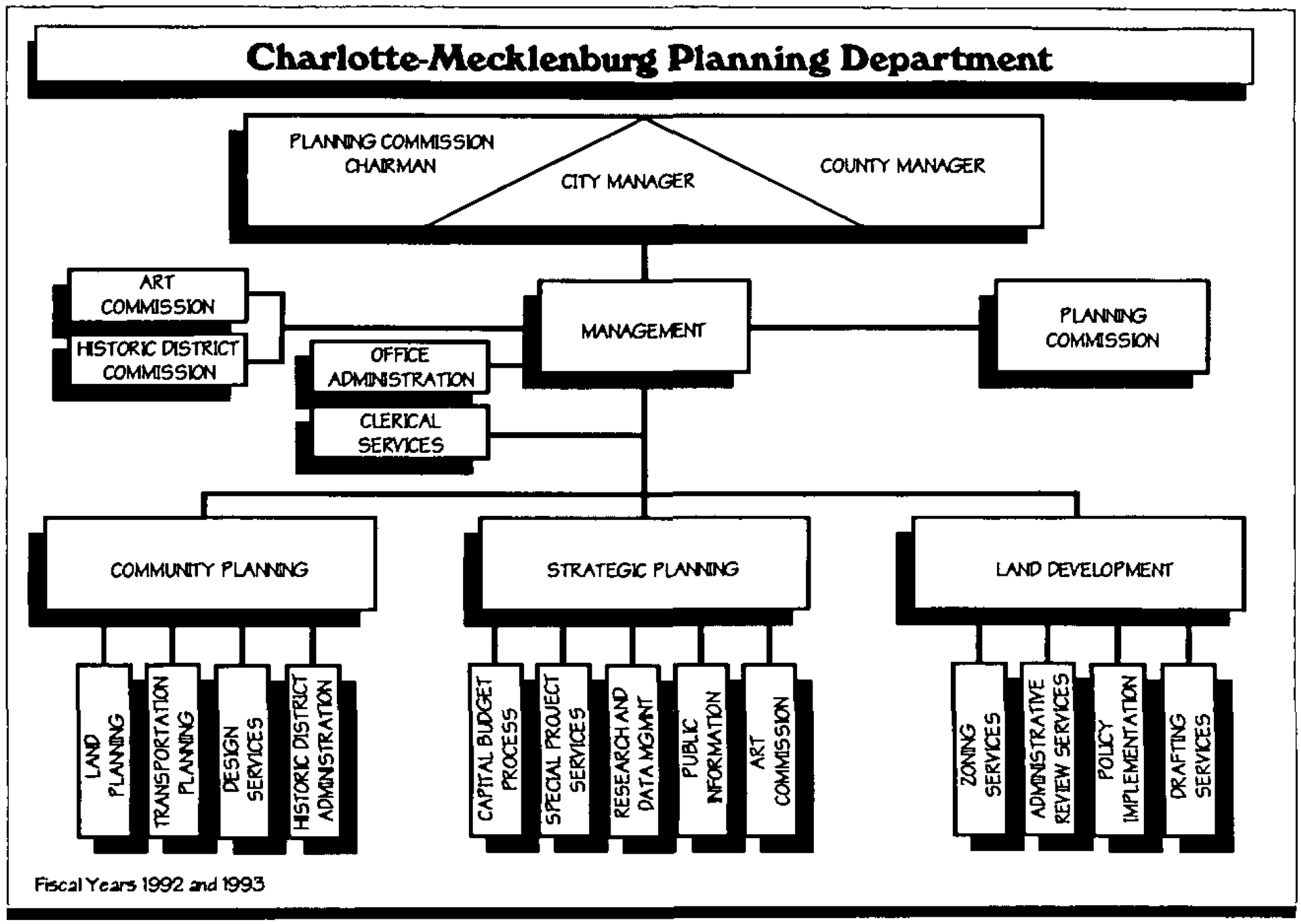
FY 93 Service Objectives

Objective 1 Administration 15
Objective 2 Strategic Management 16
Objective 3 Comprehensive Planning 18
Objective 4 Land Development Regulations 21
Objective 5 Transportation Planning 23
Objective 6 Plan Implementation 24
Objective 7 Quality of Life 26
Objective 8 Technical Support 28

Detailed Work Program

Objectives/Services/Scheduling 32
Functional Organization 42
Planning Commission and Staff 44

Preface



The Charlotte-Mecklenburg Planning Department is a joint City-County agency charged with the responsibility of providing *public planning services* to the City of Charlotte and the unincorporated areas of Mecklenburg County Those public planning services include short- and long-range planning, zoning, land development transportation, and community facilities

The Department serves a dual role of reporting to a 14-member Planning Commission, an advisory group, and serving as a resource to City and County governments The City Council and Board of County Commissioners each appoint seven members to the Planning Commission To carry out its duties, the Planning Commission is divided into two committees — a seven-member Zoning Committee to address rezonings and other regulatory matters, and a seven-member Planning Committee to address land use plans and general planning issues

The Department has a 46-member professional and technical staff which is divided into four major functional sections — Community Planning Land Development Strategic Planning, and Office Services — to carry out the Planning mission The FY93 operating budget for the Planning Department is $2 5 million

S C H E D U L E		
The mileposts for this year's budget procedure include the following		
January, 1992	-	Work Program proposal is prepared by the Planning Department
February 3, 1992	-	Proposed Work Program is received by Planning Commission for review, it is also sent to City and County Managers for information
February 25, 1992	-	Planning Commission sponsors Workshop with City Council and County Commission The Workshop is intended for discussion and comment on prepared Work Program
February, 1992	-	Work Program and Budget proposal is finalized by Planning Department
March 2, 1992	-	Planning Commission finalizes its recommendations on Work Program and Budget
Mid-March, 1992	-	Budget and Work Program recommendations of the Commission and Department are sent to City and County Managers for their subsequent submission to the governing bodies
April 13 1992		Work Program is discussed with Board of County Commissioners
April 20,1992	-	Work Program is discussed with City Council

Work Program and Budget Requirements

The Interlocal Cooperation Agreement specifies the conditions and process under which the annual work program and budget for the Charlotte-Mecklenburg Planning Commission are developed and approved

Under the agreement, the Planning Director, Planning Commission, City and County have various duties and responsibilities which are as follows

❑ Planning Director

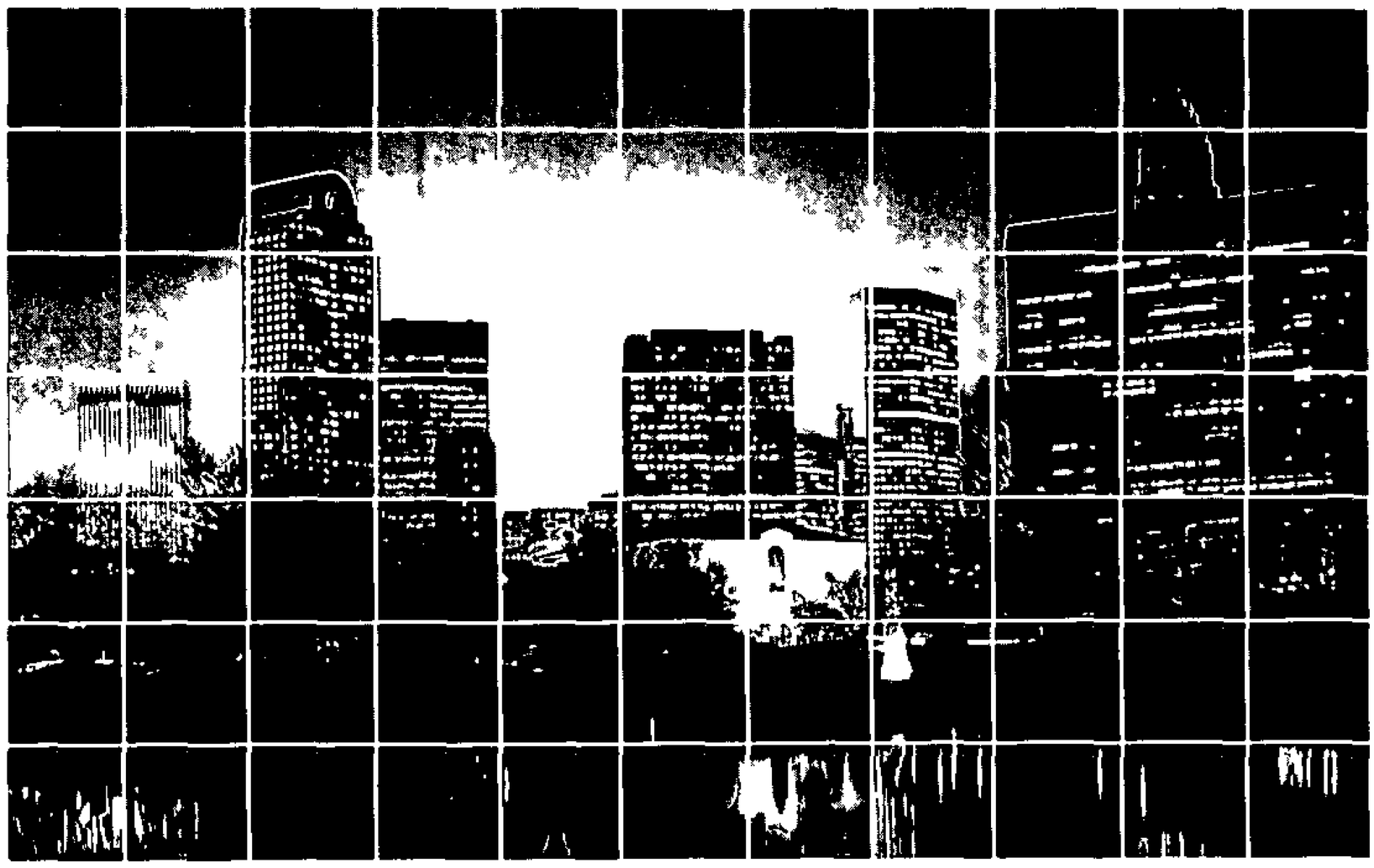
Prepares and submits to the Planning Commission (with copies forwarded to the City and County Managers) the agency's annual work program and budget for its approval

❑ Planning Commission

Reviews and approves the annual work program and budget submitted by the Planning Director with any additions, deletions, or changes it deems appropriate Upon approval, the Chairman of the Planning Commission and the Planning Director present the work program and budget to the City and County Managers

❑ City and County

The City Manager and County Manager submit the work program, along with their input, to the governing bodies for comment and action The budget goes to the City for review and approval under their normal budget procedures The budget for the Planning Commission is shared 50/50 between the City and County



Ensuring the livability, health and economic competitiveness of one of the nation's fastest growing urban areas is the focus of the Center City Charlotte Urban Design Plan.

Program Context

A Growing Community

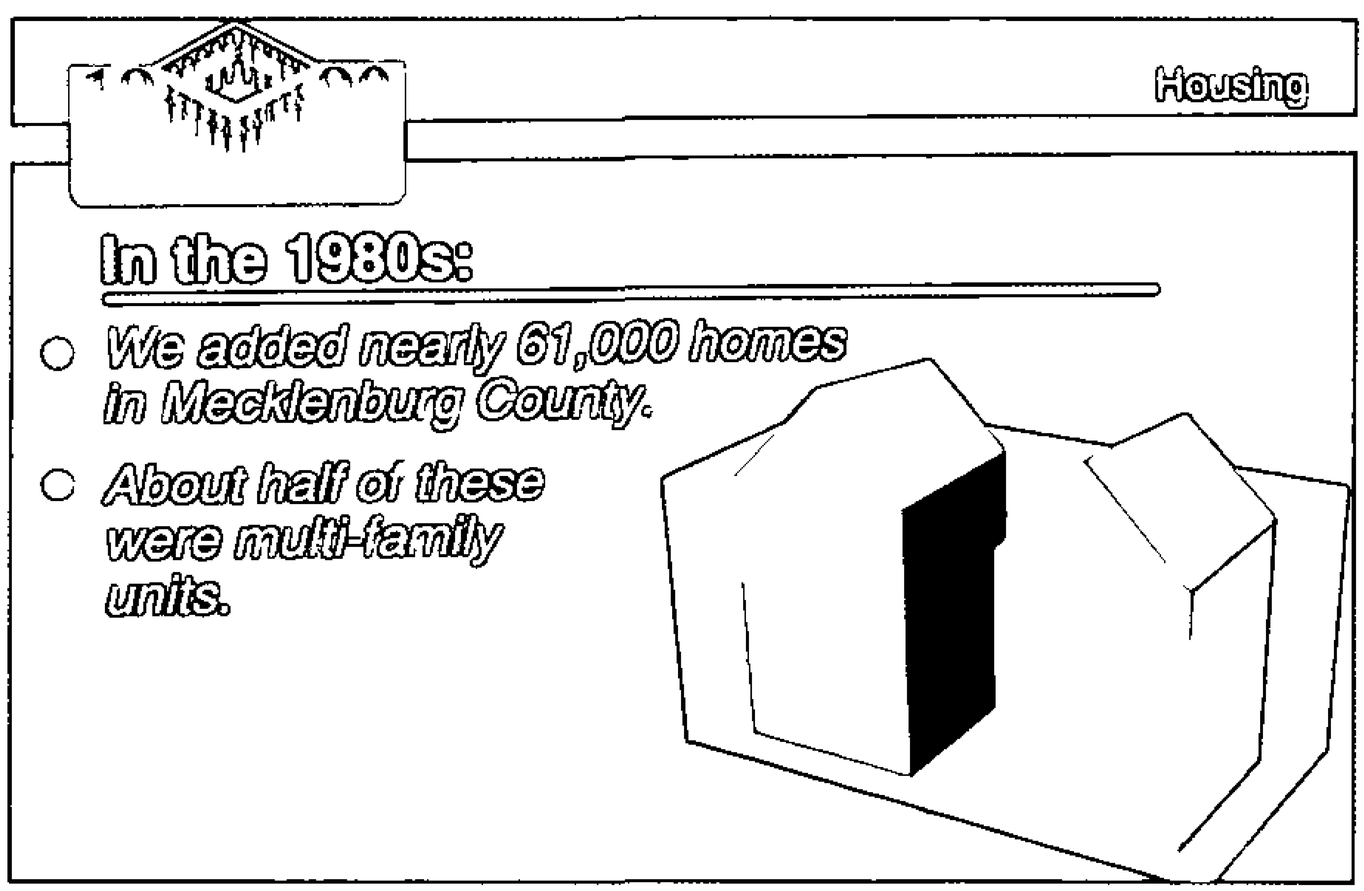
POPULATION GROWTH					
	1980 Population	1990 Population		Net Growth	Percent Increase
Mecklenburg County	404,270	511,433	+	107,163	26 5%
City of Charlotte	314,447	395,934	+	81,487	25 9%

Charlotte-Mecklenburg's planning program is shaped by the conditions of growth and change occurring in this community

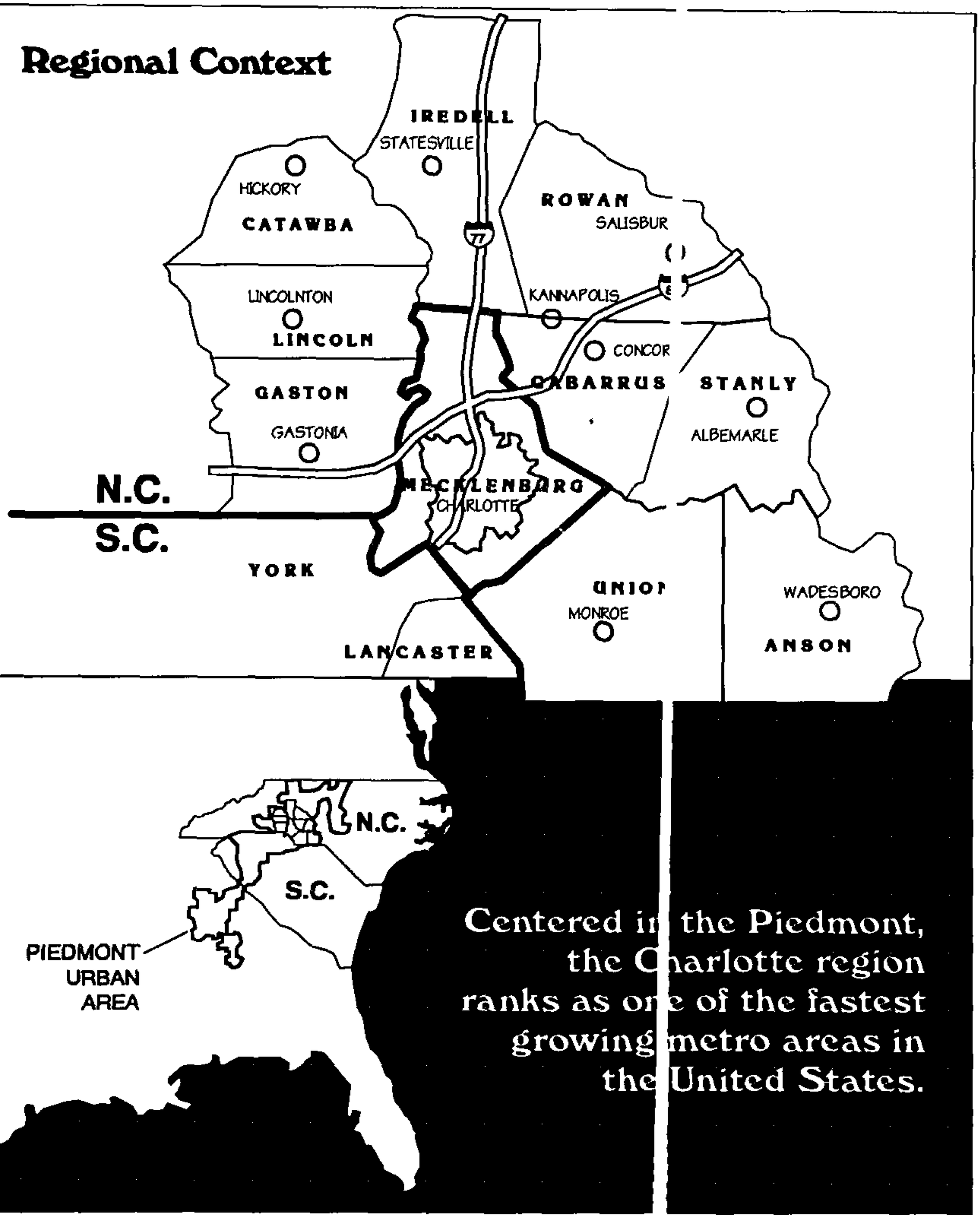
Charlotte-Mecklenburg grew dramatically during the decade of the 1980s We have had a pattern of steady growth throughout this century, but growth during the 1980s was the biggest increase in our history – and more than double the increase of the previous ten years during the 1970s

In fact, during the 1980s this community added over 107,000 persons, roughly equivalent to about 10 new households every single day during those ten years.

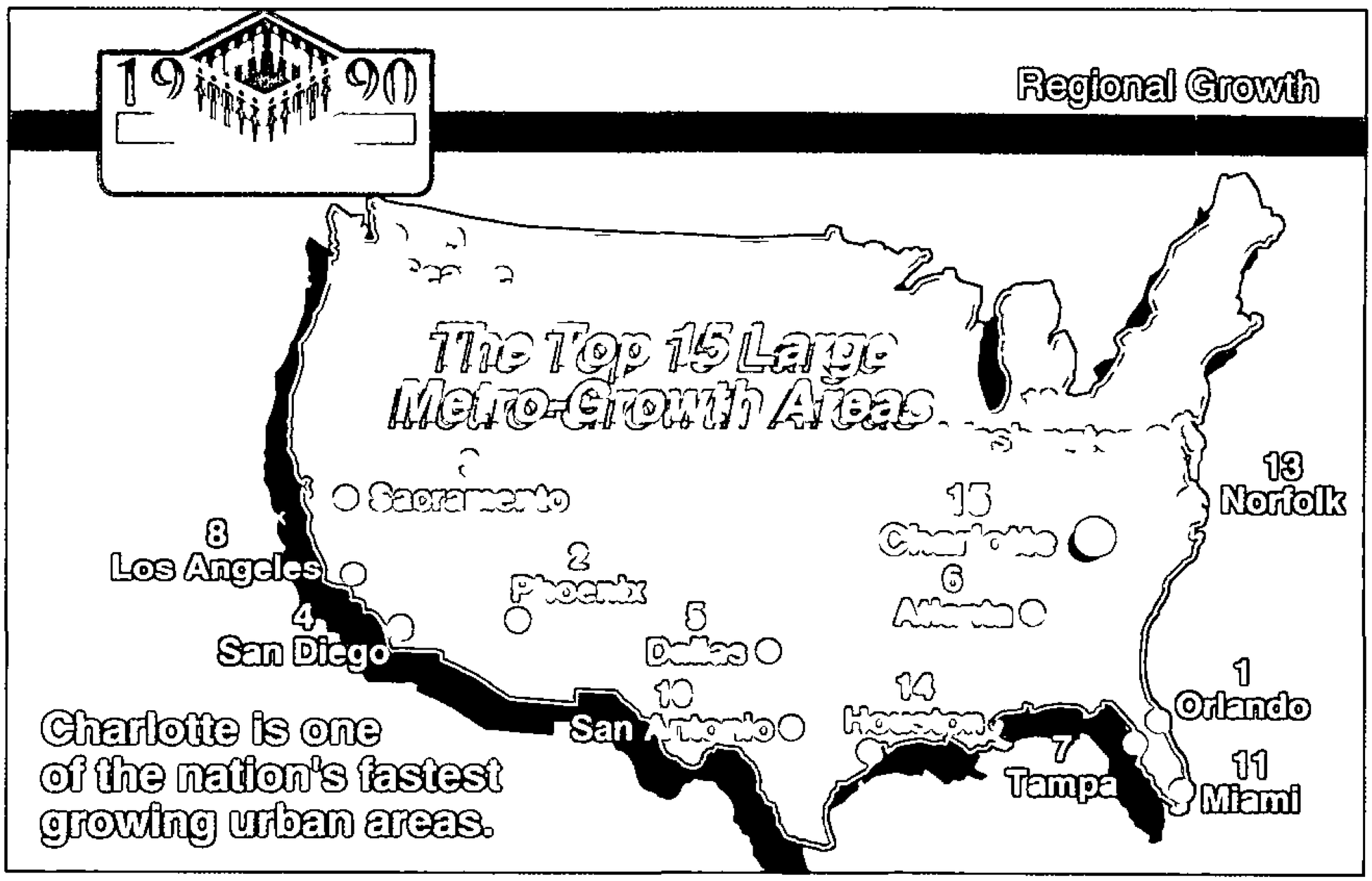
The City of Charlotte grew significantly as well, unlike most other major Southern core cities Charlotte's gain of more than 81,000 persons (a good-sized city in itself) was enough to make it the 35th largest city in the country by 1990 Subsequent annexations have further boosted the population to about 417,000 persons



Regional Context



Centered in the Piedmont, the Charlotte region ranks as one of the fastest growing metro areas in the United States.



Regional Growth

Charlotte-Mecklenburg's growth has spearheaded growth in the surrounding region More than ever, this community's future is merging with that of its neighboring counties in two states

Charlotte-Mecklenburg was one of the nation's "high profile" growth areas during the 1980s By 1990, the Charlotte region – officially a six-county area by census definition – joined a group of 39 metropolitan areas in the United States with a population of more than 1 million persons.

Not all of these large metropolitan areas grew as fast as the national growth rate during the 1980s Charlotte is one of only 21 large metro areas that exceeded the national growth rate In fact, our region is the 15th fastest growing region of these large metropolitan areas.

Staffing Level: 1983 - 1992

The Department's staff position level for FY93 is expected to be forty-six (46) down from a high of fifty (50) in 1991 From 1983-87 there was a growth of twelve (12) positions going from thirty-four (34) to forty-six (46) Over the 1988-91 period, there were an additional four (4) positions added, bringing the total position level to fifty (50) The current budget year includes a reduction of three (3) positions and one (1) more is anticipated as a reduction in FY93

Program changes over the last ten (10) years resulted in the addition of 16 positions and a loss of 4 for a net increase of twelve (12) positions These changes are illustrated at the right

- *Land Use Regulation (Conditional Districts) - 2 positions added, one eliminated*
- *Transportation - 1 position added*
- *Capital Budget Plans - 1 position added*
- *Neighborhood Plans/Area Plans - 2 positions added*
- *Airport Planning - 1 position added, one eliminated*
- *Parks Planning - 2 positions added*
- *Historic District - 1 position added*
- *Involvement/Public Information - 2 positions added, one eliminated*
- *Office Services - 2 positions added, one eliminated*
- *Special Projects, Research and Arts - 1 position added*

1991-92 COMPARATIVE AGENCY STAFFING LEVELS

The Charlotte-Mecklenburg and the Atlanta-Fulton programs are compared in the following

Positions Per Capita*	Charlotte Atlanta	1 per 10,078 1 per 6,655
Positions Per Square Mile*	Charlotte Atlanta	1 per 10 3 1 per 5.0
Cost Per Square Mile*	Charlotte Atlanta	$4,806 06 $8,778.94

**Base measure is City plus Unincorporated Area.*

Additionally, the following comparisons on total staff per thousand population is noted

JURISDICTION		TOTAL STAFF/100k POP
CHARLOTTE-MECKLENBURG	(1991-92)	9 9
CHARLOTTE-MECKLENBURG	(1989-90)	10 1
RALEIGH-WAKE	(1989-90)	17 2
ATLANTA-FULTON	(1991 92)	15 3

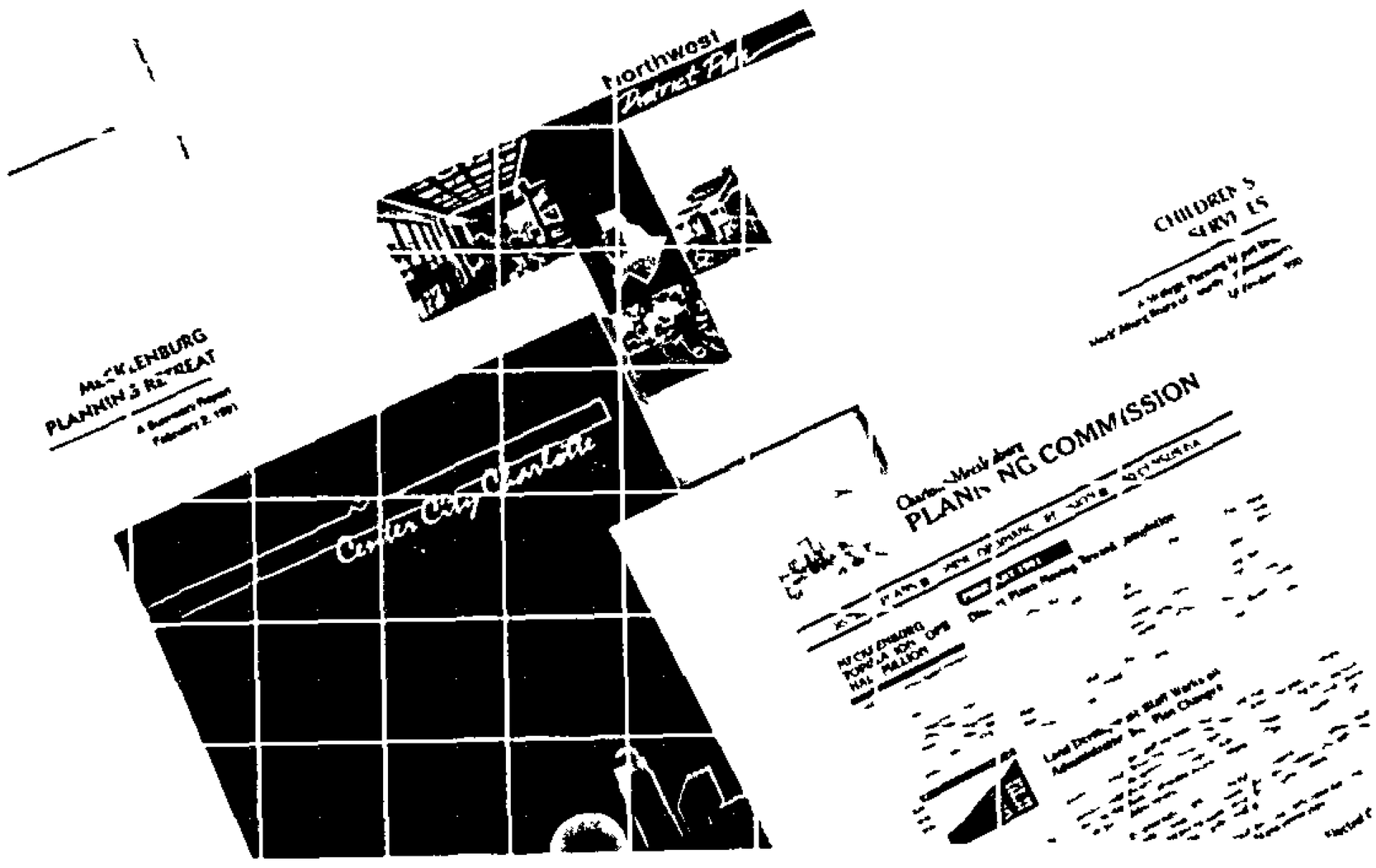
Finally a 1989-90 Survey by the American Planning Association (APA) produced the following comparisons

PLANNING AGENCY STAFFING 1989-90			
JURISDICTION	TOTAL STAFF/100K POP	JURISDICTION	TOTAL STAFF/100K POP
SAN DIEGO	21 5	ALBUQUERQUE	13 1
DENVER	4 9	PORTLAND (OR)	12 6
ATLANTA	9 0	PITTSBURGH	16 0
NEW ORLEANS	6 4	MEMPHIS	8 0
BALTIMORE	8 9	NASHVILLE-DAVIDSON	10 0
MINNEAPOLIS	10 3	CORPUS CHRISTI	8 4
KANSAS CITY (MO)	10 9	RICHMOND	15 7
CHARLOTTE-MECKLENBURG	10 1		
GREENSBORO	13 3	*(SOURCE· APA - Chicago)*	
RALEIGH	18 8		

"...CITIES THAT HAVE MADE PLANNING WORK"

Portland
Charlotte-Mecklenburg
Minneapolis
Pittsburgh

Source Planning America's Communities (1991) Herbert H Smith, Planners Press, APA. Chicago Ill



The Planning Commission's Work Program is responsive to the issues facing Charlotte-Mecklenburg.

Work Program Overview

Charlotte-Mecklenburg maintains a professionally strong and innovative planning organization and program It is characterized by being

- Responsive to community involvement expectations and values,
- Prompt in dealing with diverse immediate concerns and issues
- Attentive to development of an understanding and ways to address circumstances shaping the future
- Sensitive to the importance of continuous examination of priorities, and
- Focused on the values of organizational effectiveness

Involvement

Planning involvement is reflected in the extensive District, Neighborhood and Corridor planning efforts as well as in working relationships with interest groups, advisory bodies, governmental agencies and community work groups Planning staff members are extensively involved in assisting and very often facilitating the efforts of study groups, task force groups or advisory committees

Current Planning

A wide variety of current planning initiatives have responded to priority expectations Significant activities include the following Annexation Studies, School Master Plan, Zoning Revision Adoption and implementation, 1990 Census Analysis, Capital Budget Program, Watershed Regulation and Management Initiatives in the areas of customer service, mission development and organizational rightsizing In addition, continuous and customer sensitive attention is given to Rezoning, Subdivision and Site Plan Review, Historic District and Public Art activities

Future

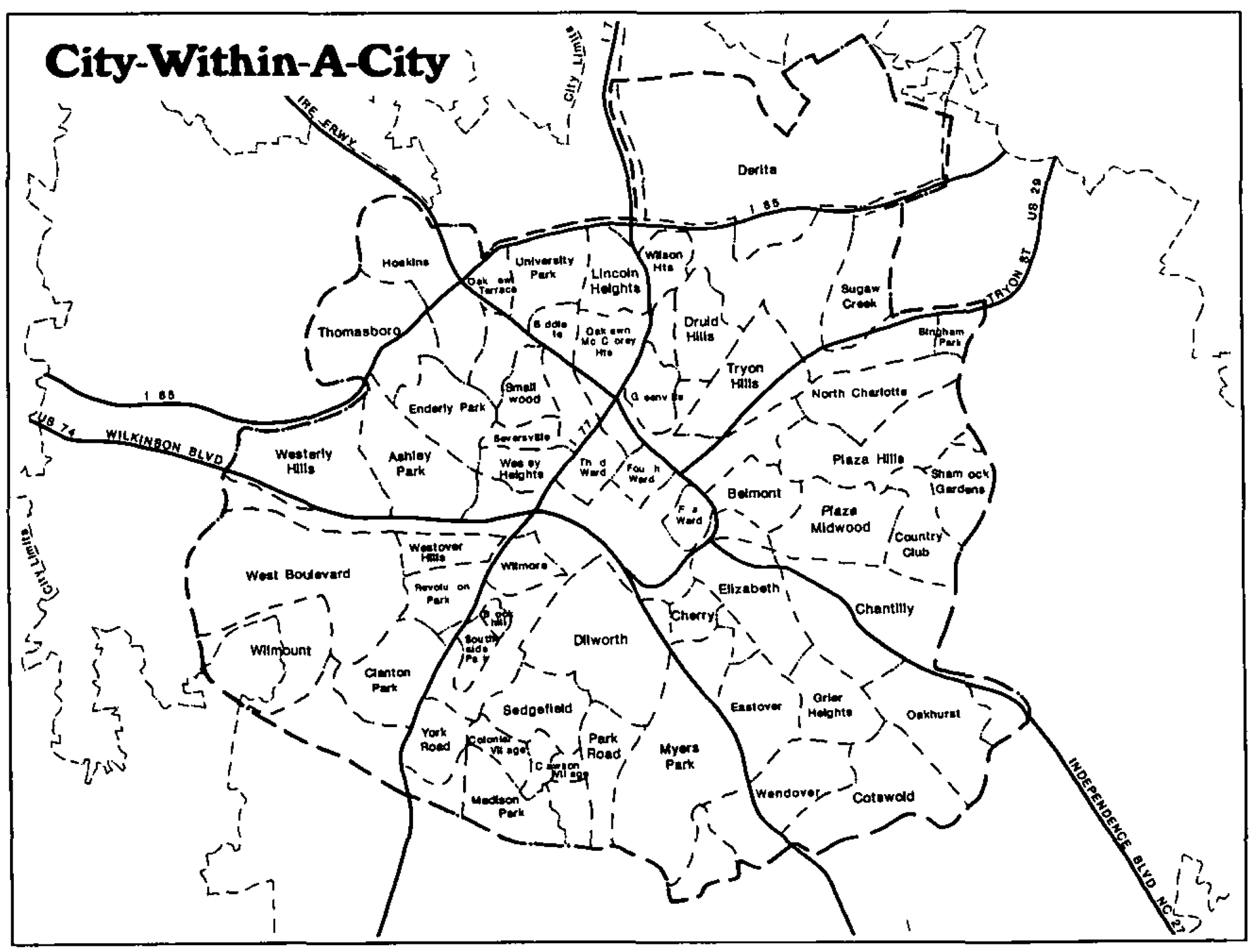
The future is addressed by planning services in the areas of participating in a community wide effort to define an agenda and vision for the 21st Century, completion and implementation of seven District Plans, initiating preparation of comprehensive plan expectations for 2010, participating in a variety of regional initiatives including light rail planning, and finally, supporting the "City Within A City" initiatives as well as implementing the Center City Plan

Priorities

At its annual retreat this past September, the Planning Commission emphasized several priorities for 1992

These included the importance of the "City Within A City" initiatives and in particular the priority need for a First Ward Residential Strategy In addition, the Commission emphasized the need for a 21st Century Vision that can unify the community Finally, they noted the importance of improved, direct communication with Elected Officials

Over the past two years, the Charlotte City Council and Mecklenburg County Commission have highlighted the following issues as priorities that are central to ongoing planning efforts Growth and Regionalism, Economic Development, Transportation and Transit Services, Environment and Quality of Life, City Within A City, Crime and Drugs, Public Resources, and Education



Effectiveness

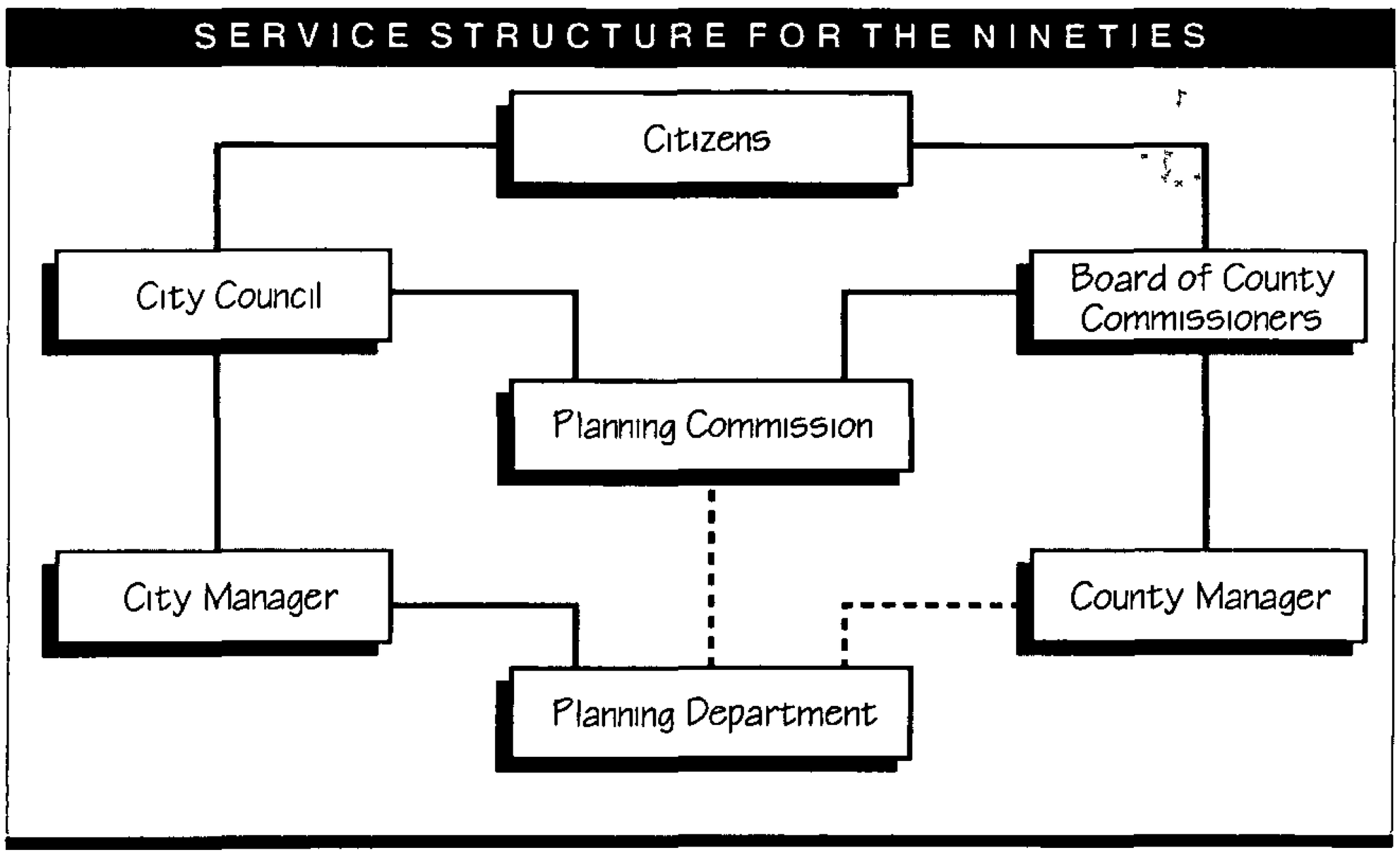
The Charlotte-Mecklenburg planning organization and program receives high marks locally for its productivity, responsiveness and effectiveness It is also seen as a model by other communities.

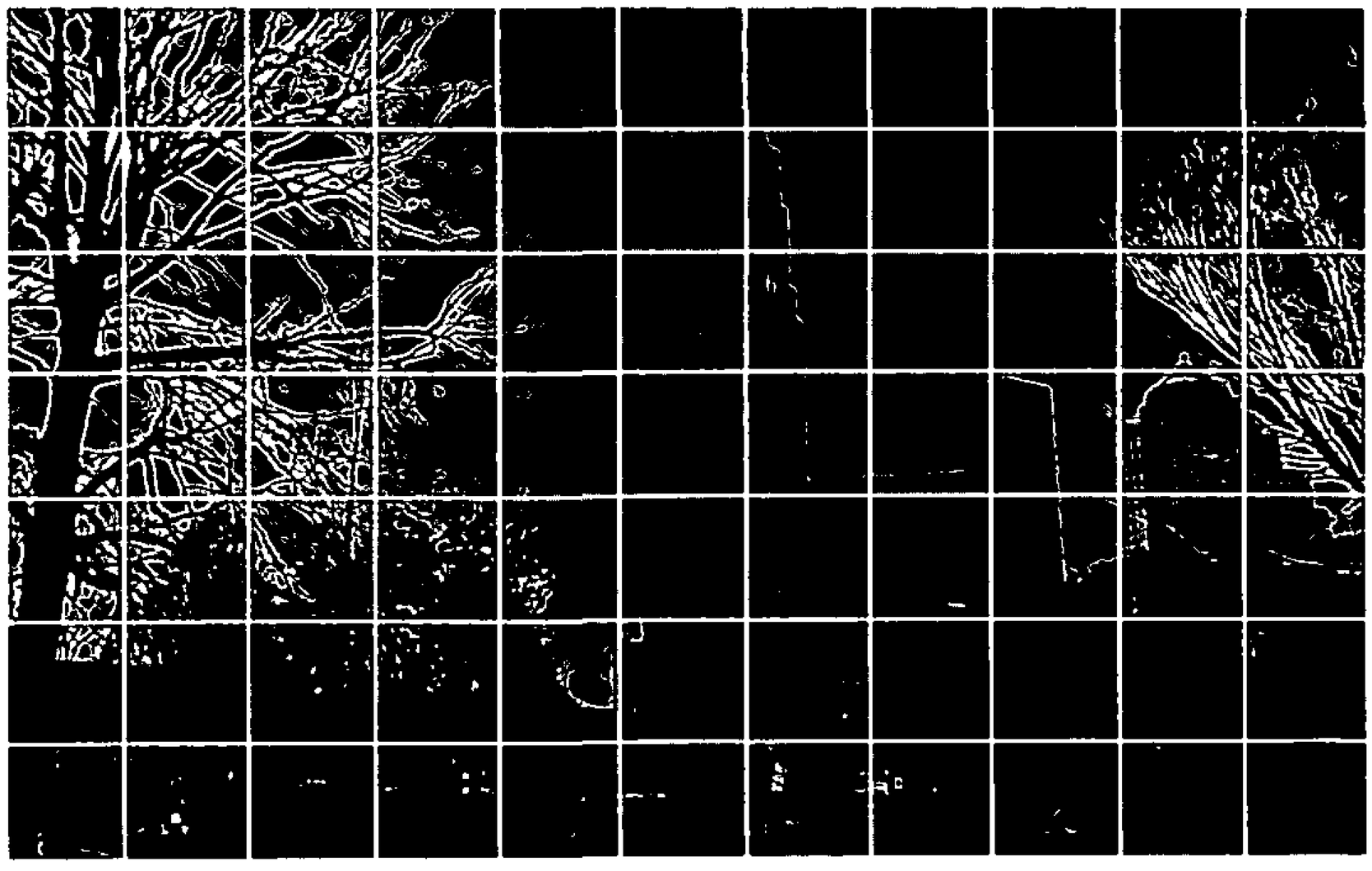
The Durham area consolidated its planning using the Charlotte-Mecklenburg model and Columbia, S C has recently explored consolidation based upon their examination of our system Recently, a delegation of business and government leaders from Louisville visited the area and responded very positively to our organization and the comprehensiveness, coordination and policy substance of the program About a year ago, a group of public officials visited from Orlando, Florida to explore our organization, they subsequently consolidated their city and county planning and in so doing noted the value in the Charlotte visit

In *Planning America's Communities* (1991) Herbert H Smith evaluated the planning efforts of fourteen representative American cities His purpose was to identify the best in planning, considering such factors as evidence of a planning process, local support for planning, extent of involvement, sense of community engendered by planning and relative consideration given to planning by officials in their decisions

Charlotte-Mecklenburg was noted as one of "Four Cities That Have Made Planning Work" (Portland, Charlotte, Minneapolis and Pittsburgh) Four others were identified as "Some Have Tried" (Baltimore, San Diego, Denver and Saint Paul) Five more were noted as "Then There Are Others" (New Orleans, San Antonio, Memphis, Albuquerque and Corpus Christi)

As the community continues to grow and change through the 1990's, it will be the purpose of the Planning Commission and Planning Department to continue a relevant, creative and productive public planning service





The Charlotte-Mecklenburg Planning Commission's mission is to help the community in understanding and dealing with growth, development and conservation issues.

Mission Statement

As our area continues the transition to an urban region, no community will be left unchanged Rapid global, national and statewide change will require both in-depth understanding of trends and planning in light of their likely impacts In this setting of change, planning that addresses social, demographic, economic, environmental technological and management trends will be a valuable community resource

The challenge facing the Charlotte-Mecklenburg Planning Department is to be an organization providing public planning service that challenges everyone to stretch their imagination toward future community possibilities, while at the same time having a feel for critical details that shape more immediate community conditions

Vision

Our vision is an organization that is strategic and detailed as well as comprehensive in its focus. It is an organization that embraces both City of Charlotte and Mecklenburg County priorities It is an organization characterized by a strong customer service and public involvement orientation It is an organization putting emphasis on leadership and self-managed teams as opposed to supervision and management hierarchy

Mission

Our vision leads us to provide information, advice, and counsel to the Planning Commission, Elected Officials, City and County Managers, and the Public, toward understanding and dealing with growth, development and conservation choices

Attention is directed to the preparation and implementation of planning goals, objectives, and strategies that respond key community issues and priorities

Planning emphasis is placed upon the ideals of focus and flexibility *Focus* means defining a clear, realistic Program Direction and then working with available resources to implement it *Flexibility* means sketching out general scenarios for future community expectations and at the same time being prepared to respond to rapidly changing conditions or opportunities

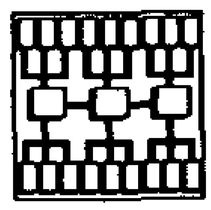
Program Direction

To provide a planning approach that

- Looks outward at global, statewide and regional circumstances that will shape urbanization of the community over the balance of the 1990's and well into the 21st Century (CONTEXT),
- Provides an integrated picture of the community's current circumstances and future possibilities (ISSUES),
- Provides a means for public discussion of values vision and priorities (DIALOGUE),
- Focuses on structuring planning services to be responsive to community values and priorities (PRIORITIES),
- Efficiently and effectively uses resources and achieves 100% of established customer service objectives (ORGANIZATION)

Strategic Priorities and Services

There are eight major program themes or strategies that set the priorities for the FY 93 Work Program These are listed below, along with the objective and related services The services are then described more fully, beginning on page 15



1. ADMINISTRATION

Services: *Rightsizing, Plan for Planning, Team Management, Personnel, Customer Service*

Objectives: Provide efficient and effective **Administration** of the department with attention to rightsizing of public services in the 1990's, preparing a 3-5 year Plan for Planning, ongoing, accountable Team Management of approved work program and budget, facilitating a high level of productivity through Personnel Development that focuses on training, coaching and openness, and maintaining "Customer Focused Department" through positive, responsive working and service relationships

2. STRATEGIC MANAGEMENT

Services: *Strategic Management Services, Research/Data Management, Annexation*

Objectives: Maintain a **Strategic Planning** mind-set by the Department in order to respond to specialized priorities identified by Charlotte or Mecklenburg County governments, as well as fulfill targeted research or public information needs that are vital to meeting local government service expectations

3. COMPREHENSIVE PLANNING

Services: *District Plans Neighborhood Plans, Comprehensive Plan Update Regional Planning, City Within A City Focus 2010 Project*

Objectives: Provide **Comprehensive Planning** expertise dealing chiefly with supporting the community process for setting a vision for Charlotte Mecklenburg for the 21st century updating the 2005 land use plan the opportunities and needs of Charlotte's central area through coordination and development of the City Within A City program and planning for regional growth and development

4. LAND DEVELOPMENT REGULATIONS

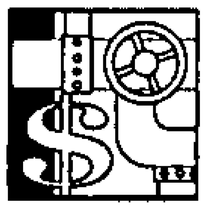
Services: *Rezoning Services Zoning Services Administrative Review Services*

Objectives: To function as the customer service center in **Land Development Regulations**, to facilitate development reviews and to provide information and service to elected officials and the general public

5. TRANSPORTATION PLANNING

Services: *MPO Coordination, Transportation Coordination, Light Rail Transit Study*

Objectives: Support the ongoing **Transportation Planning** in order to meet the Federal requirements for continuing, comprehensive and cooperative ("3 C's") planning, initiation of systems planning for priority light rail corridors, and, completion of planning review for transportation improvement projects



6. PLAN IMPLEMENTATION

Services: *Capital Budget Land Use Implementation, Economic Development, Center City Plan*

Objectives: Carry out designated **Plan Implementation** priorities including short and long range capital budget planning, economic development that focuses on corridor and neighborhood reinvestment and, key action steps from adopted plans with special attention to "Center City" Charlotte

7. QUALITY OF LIFE

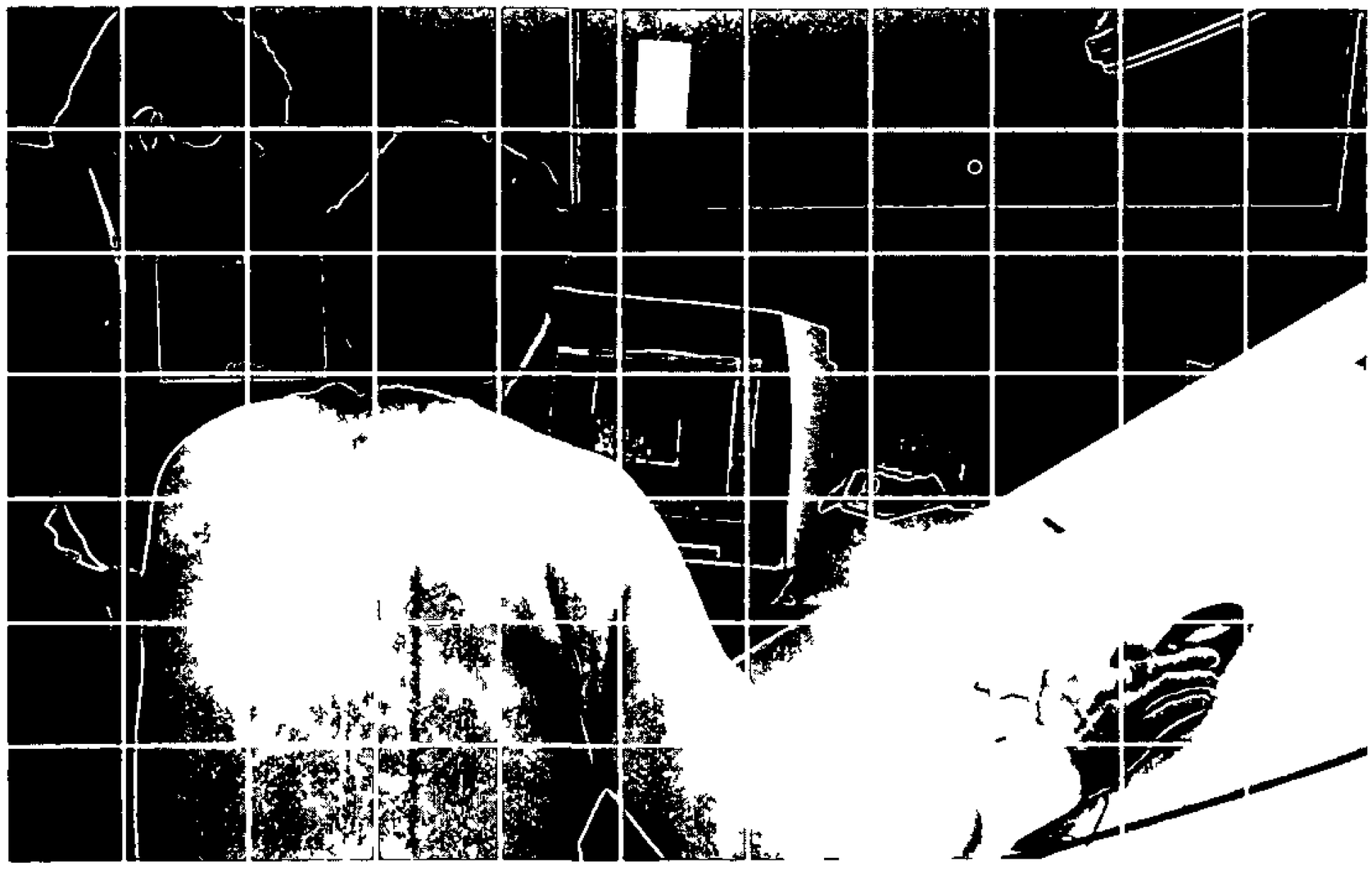
Services: *Historic Districts Open Space Planning Program, Corridor Revitalization, Natural Environment, Art Commission*

Objectives: Provide planning services to protect and enhance the **Quality of Life** through administration of the historic district and public arts programs, planning for open space and park needs and, preparation of specialized streetscape or public space design guidelines Coordinate and manage the various programs related to the protection of the natural environment

8. TECHNICAL SUPPORT

Services: *Clerical, Mapping Services, Planning Information Technical Review*

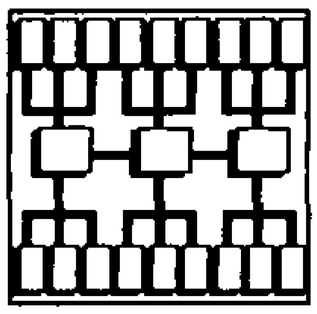
Objectives: Maintain coordinated **Technical Support Services** necessary to program operations, including public reception, word processing, public information products and planning review procedures As a primary service to the general public, maintain the official zoning and base maps and other planning information maps and conversion to a computerized mapping system



Customer service is improved through technology, such as computer drafting of zoning and base maps.

FY 93 Services

Each of the Planning Department's eight priorities (see pages 12-13) becomes an "objective" in the FY 93 work program In turn, each objective has a number of "services" designed to help achieve the objective This section provides a brief description of each service



OBJECTIVE #1: ADMINISTRATION

1A. **Rightsizing:** The department will be participating in the City of Charlotte's "Rightsizing Public Service" initiative This will require the definition of all planning services and their assessment in relation to efficiency and customer service criteria as well as community values and priorities

1B **Plan for Planning:** In response to the 1992 Community Vision Process *Focus 2010* as well as the Rightsizing efforts a scope of planning services will be highlighted that is responsive to community expectations and priorities over the next 3-5 years

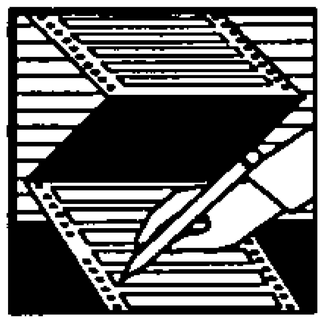
1C **Team Management:** A flat organizational arrangement together with high productivity will be pursued through team work and empowerment This means all employees are defined as both managers and members of work teams and expected to fully participate in the established work program

1D **Personnel:** Development of skills is crucial to effective correlation of the work program Available training resources will be directed in response to community priorities Implementation of the personnel "Management By Results" system will continue

1E **Customer Service:** Customer service is regarded as an item of highest priority This includes contacts in person telephone and written material The amount of time required is very difficult to predetermine accurately and may cause other work items to be shifted accordingly However, customer service is the primary criterion of how we are judged by the people we serve This is particularly critical and constantly in the forefront with the administration of land development regulations, but is an integral part of all agency functions

The working and service relationships with elected officials, appointed advisory bodies, and interest groups, as well as the City and County management and departments represents a considerable and important level of effort

In addition to primary activities, customer service initiatives will focus on developing a community education program and a strategy and public meeting room to help explain City Within A-City initiatives, rezonings and adopted plans, as well as other City and County programs and projects



OBJECTIVE #2: STRATEGIC MANAGEMENT

2A **Strategic Management Services:** These are projects undertaken in response to special requests from the City Council, County Commission, or Planning Commission The projects are either major in scope (Zoning Ordinance Revision), specialized in nature (Voting District Realignment Studies), or are related to city or county priorities or issues that emerge during the year and are not known in advance (Law Enforcement Center Site Options)

Recent projects have included the Convention Center Site Location Study, Old Coliseum Re-use Study (Independence Arena), Government Center Space Needs Study, and strategic plans for six different issue areas requested by the County Commission

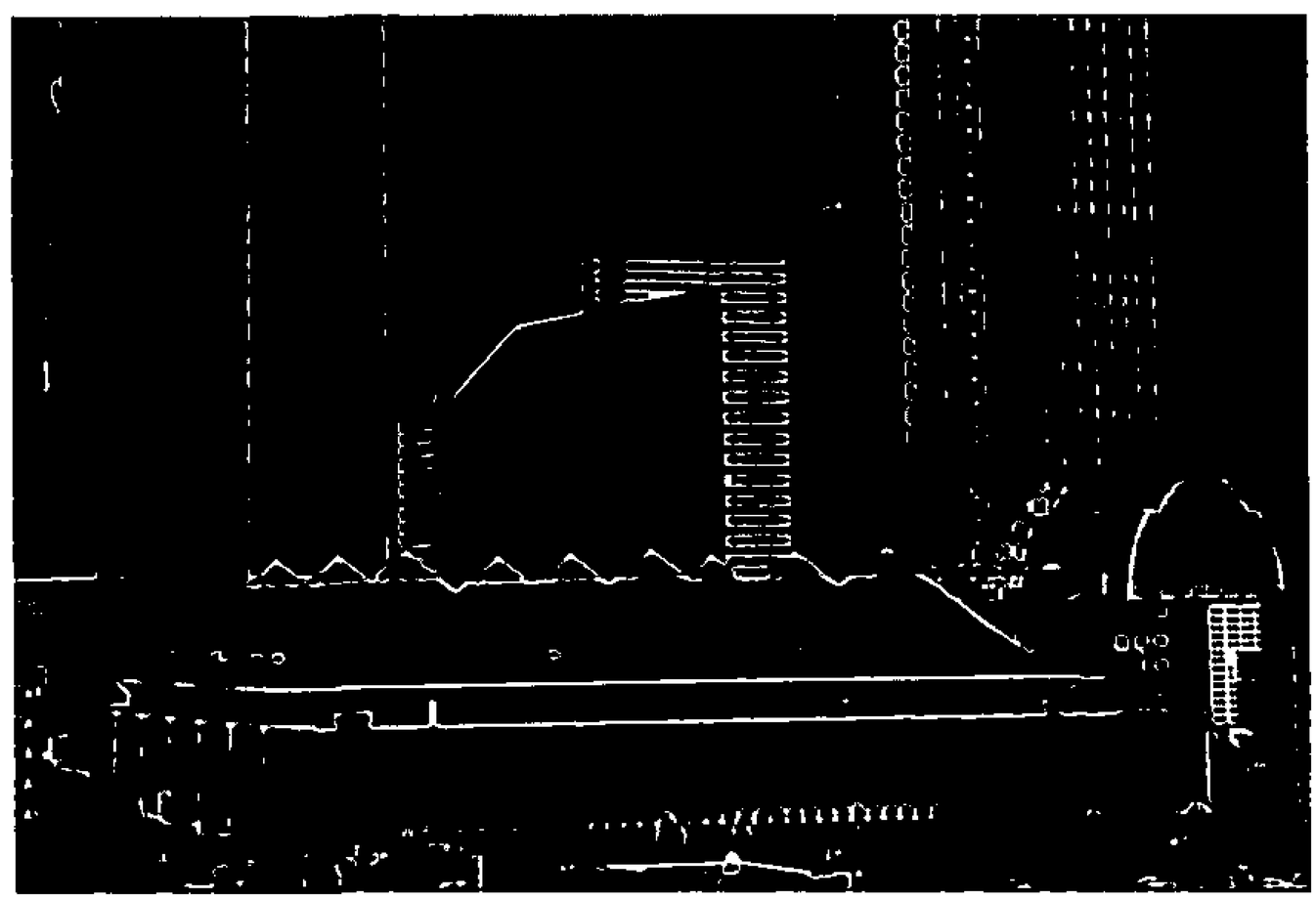
Current projects include a request from City Council and County Commission to work with the School Board in developing a ten-year master plan for locating and building forty new schools, a voting district realignment study for the 1993 City Elections, and a possible re-use study for the existing Convention Center

These projects generally deal with significant community issues, and can require capabilities ranging from responding quickly with a professional analysis to conducting a broad based citizen participation process Often, these can not be deferred or scheduled in a staggered way but require fast-track action

2B **Research/Data Management:** Planning staff receive an average of 150 requests each month for information, data, or research These requests come from public officials, staff of other city and county departments, other public agencies, financial institutions, businesses, churches, and private citizens

This activity develops the data base used to respond to those technical data requests, or to carry out targeted research for planning projects

Strategic planning techniques could be applied to study re-use of the existing Convention Center



(such as identifying potential annexation areas and certifying their eligibility, or providing land use data for plans)

Census, Tax Office, building permit, and subdivision approval data are coded to relevant geographic areas — such as parcels, voting precincts, census tracts, origin and destination transportation zones, and others — in order to determine existing conditions as well as to project future growth

The Planning Department is also designated by City Council and the Board of County Commissioners as the local liaison agency with the U S Census Bureau

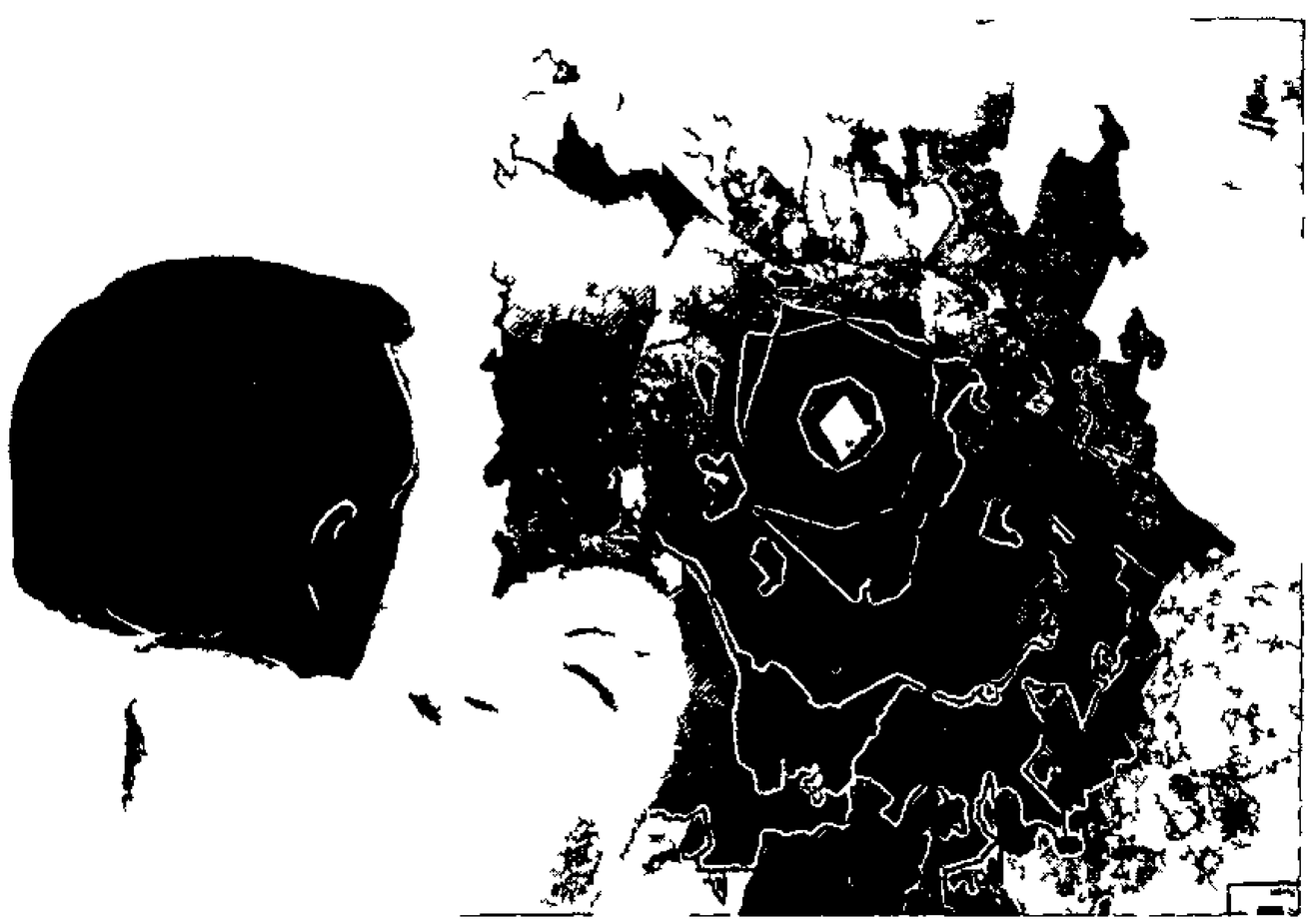
2C **Annexation:** This function is charged with managing and coordinating the City of Charlotte's ongoing annexation activities — from the initial identification of potential areas to the follow-up implementation after an ordinance is adopted

North Carolina annexation law provides that the provision of urban services should be through municipalities to provide for orderly growth The City Council has adopted a policy to conduct the annexation process on a two-year cycle The Planning Department is charged with bringing forth recommended areas for Council's consideration

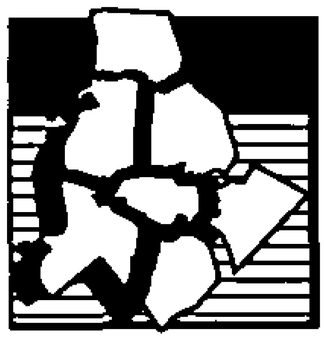
The process begins with the determination of areas which meet state and city annexation standards An official preliminary annexation report is prepared City Council then directs the preparation of official annexation plans Public hearings are conducted, and planning staff work with other departments to develop the official plans.

Throughout the process, planning staff coordinate all aspects (resolutions, plans, public hearings, public notices, and ordinances) to assure adherence to all state statute requirements After the ordinance is adopted, and prior to its effective date, planning staff work with other departments to assure that services are in place according to plan timetables

Annexations generally occur on a two-year cycle In the coming year, activities will conclude the annexations scheduled to become effective on June 30, 1993, as well as begin those for annexations scheduled for June 30, 1995



Charlotte's annexation process reflects the city's continuing growth.



OBJECTIVE #3: COMPREHENSIVE PLANNING

3A **District Plans:** The 2005 Generalized Land Plan, adopted by elected officials in 1985, recommended that the Planning Commission develop and facilitate a process for generating long range land use plans for Charlotte-Mecklenburg The county was divided into 7 geographic areas. The purpose of the plans is to provide clear direction on how the community should develop when it is fully built out, some time in the 21st century In addition to land use, the plans also provide direction on the infrastructure and various public amenities needed to support the proposed land use pattern Study groups of citizens assisted staff in developing the plans

In the first quarter of FY93, the last of the seven districts plans (South District) is scheduled for adoption by the elected officials Planning staff will be responsible for facilitating the final adoption process This will require staff to work with Council's Planning and Public Work's Committee for several months during the review stage and ultimately with the full Council The County Commission will also be going through its review and adoption process, facilitated by staff

As experienced with previous district plans during elected official's review, staff will be making presentations and facilitating discussions with the elected officials, and will follow through on any information requested by them Staff will also prepare a final document incorporating changes made by the officials.

3B **Neighborhood Plans:** Since the early 1980's, Planning staff has been preparing physical development plans for neighborhoods throughout the community, the majority of which are located in the inner city These plans are used as guides to decision making with regard to land use, zoning, and capital improvements Citizens have been highly involved in these planning processes Staff will be working on several new plans in FY92 as an outcome of the adopted district plans, the district plans recommended where more detailed neighborhood plans should be prepared

The emphasis on neighborhood planning in FY93, however, will shift from the more physically oriented long range plans to short and medium term action plans for neighborhoods within the City-Within-A-City boundaries The plans will identify actions that will respond to social and physical issues that are most pressing in the neighborhoods It is envisioned that these plans will provide a mechanism for coordinating services in neighborhoods, assessing needs for the Neighborhood Reinvestment Fund, and working closely with residents to empower them to have greater involvement in solving neighborhood problems Priorities for developing neighborhood action plans will be determined as part of the City-Within-A City program

Additionally, staff will respond to elected officials' requests for planning services for neighborhoods outside the City-Within-A-City boundaries

3C **Comprehensive Plan Update:** The 2005 Generalized Land Plan, adopted by elected officials in 1985, provides a common physical vision for the community Since the plan was adopted, a number of the plan's priority issues have been addressed through various planning projects Also in the six years since the plan was adopted changes have been occurring in the community

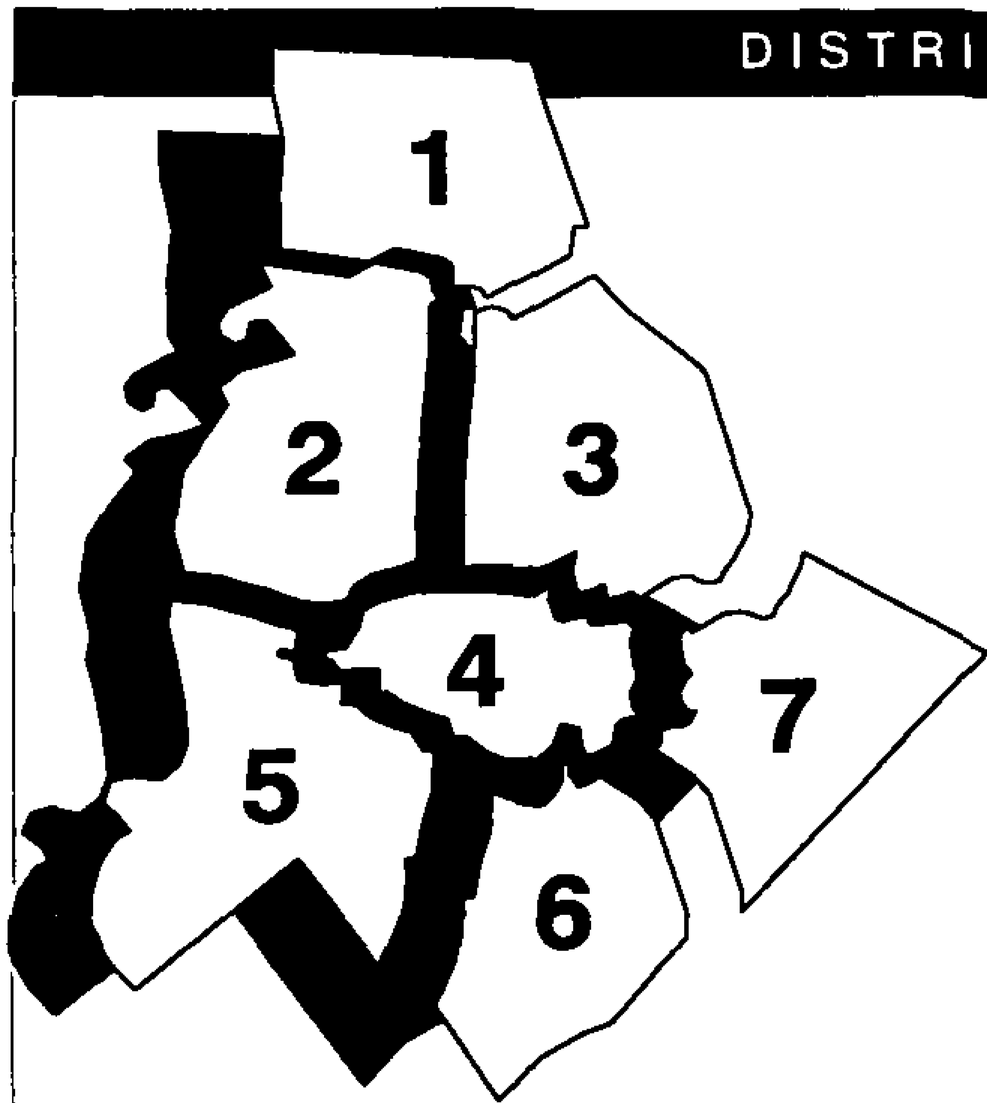
Planning is a dynamic, continuous process that must respond to a changing environment Consequently, an expectation of the 2005 Plan was that the plan would be evaluated every five years to assess policies and recommendations of the plan in light of changes that are and will be occurring and to update information in the plan The update was delayed in the work program the last two years to allow time for completing the zoning ordinance rewrite and the district planning process, both citizen and staff intensive processes

The comprehensive plan update will be a major project in the FY93 work program It will follow on the heels of the broader community agenda setting process that is expected to wind down in the first quarter of FY93 The broader community agenda will give direction for the comprehensive plan update

Staff's involvement with the plan update will include revision of population, household, and employment projections for the county and planning districts through the year 2020, developing and facilitating a citizen involvement process oriented toward physical planning issues, providing analysis and recommendations for dealing with the critical issues that may not have been fully addressed in the 2005 Plan, establishing priorities and accountabilities, and preparing a summary document of the proposals generated from the process

This plan update is not intended to evaluate the land use visions of the district plans that were recently adopted, rather, it will focus on broader issues related to the community's physical environment Examples of issues that may be

DISTRICT PLAN STATUS



1. North District
Pending Adoption

2. Northwest District
Adopted by City Council, November 1990
Adopted by County Commission, July 1990

3. Northeast District
Adopted by City Council, June 1990
Adopted by County Commission, July 1990

4. Central District
Pending Approval

5. Southwest District
Adopted by City Council, November 1991
Adopted by County Commission October 1991

6. South District
Pending Approval

7. East District
Adopted by City Council, November 1990
Adopted by County Commission September 1990

addressed are the environment and/or transit options and land use relationships An outcome of this update will be an agenda for the 90's to which the community and the various agencies in city/county government can respond

3D **Regional Planning:** Regional planning will involve the coordination of planning activities with surrounding counties through interaction with their jurisdictions and state government Attention will be given to coordination of planning activities with the six towns within Mecklenburg County This program responds to our community's priority of seeing ourselves as a part of a larger region and working with our neighbors to address common issues such as transportation, land use and the environment

Existing activities in which staff will continue to be involved are the Watershed Study, Mass Transit Partnership, programs of the Carolinas Transportation Compact, regional land use coordination, and initiatives in Statewide Comprehensive Planning Requirements This will involve extensive staff time in working with different organizations, attending public meetings, supporting program initiatives, and improving the channels of communication and relationships with surrounding jurisdictions

3E **City Within A City:** The City-Within-A-City focus is a primary objective of the City Council The program was initiated in concept by the Planning staff through the Belmont Small Area Plan and the Central District Plan

Planning staff is involved in typical planning functions such as neighborhood analysis, determination of priorities, developing neighborhood action plans, and providing technical planning services

In addition staff has been asked to educate/empower neighborhood leadership, facilitate communication between all parties involved, facilitate coordination and implementation of neighborhood plans, monitor success and provide information for the entire program through the development of a strategy room on the eighth floor of the Government Center Staff is also chairing the Neighborhood Services Committee and is involved with the Housing and Business/Jobs Committee

It should be noted that other service areas – in particular, *Economic Development* (page 24) and *Corridor Revitalization* (page 26) – also address specific needs in neighborhoods of the "City Within-A-City"

3F **Focus 2010 Project:** This is a six nine month vision exercise begun in early 1992 and scheduled for completion later in the year The focus of the activity will be to create a community vision consensus and related action steps The product is to be concise and address the Charlotte and Mecklenburg County areas, including the six towns The process is to be very participatory

ZONING

OBJECTIVE #4: LAND DEVELOPMENT REGULATIONS

4A **Rezoning Services:** Rezoning requests are initiated by both private citizens and corporations as well as the government These services are mandated by legal requirements of the zoning ordinance They involve a complex series of procedures including public inquiries, preapplication meetings, application requirements and deadlines, public notification, prehearing staff meetings, field surveys and mapping reports and analyses, site plan reviews, public hearings and recommendations, and follow up requirements of legal property descriptions and map changes

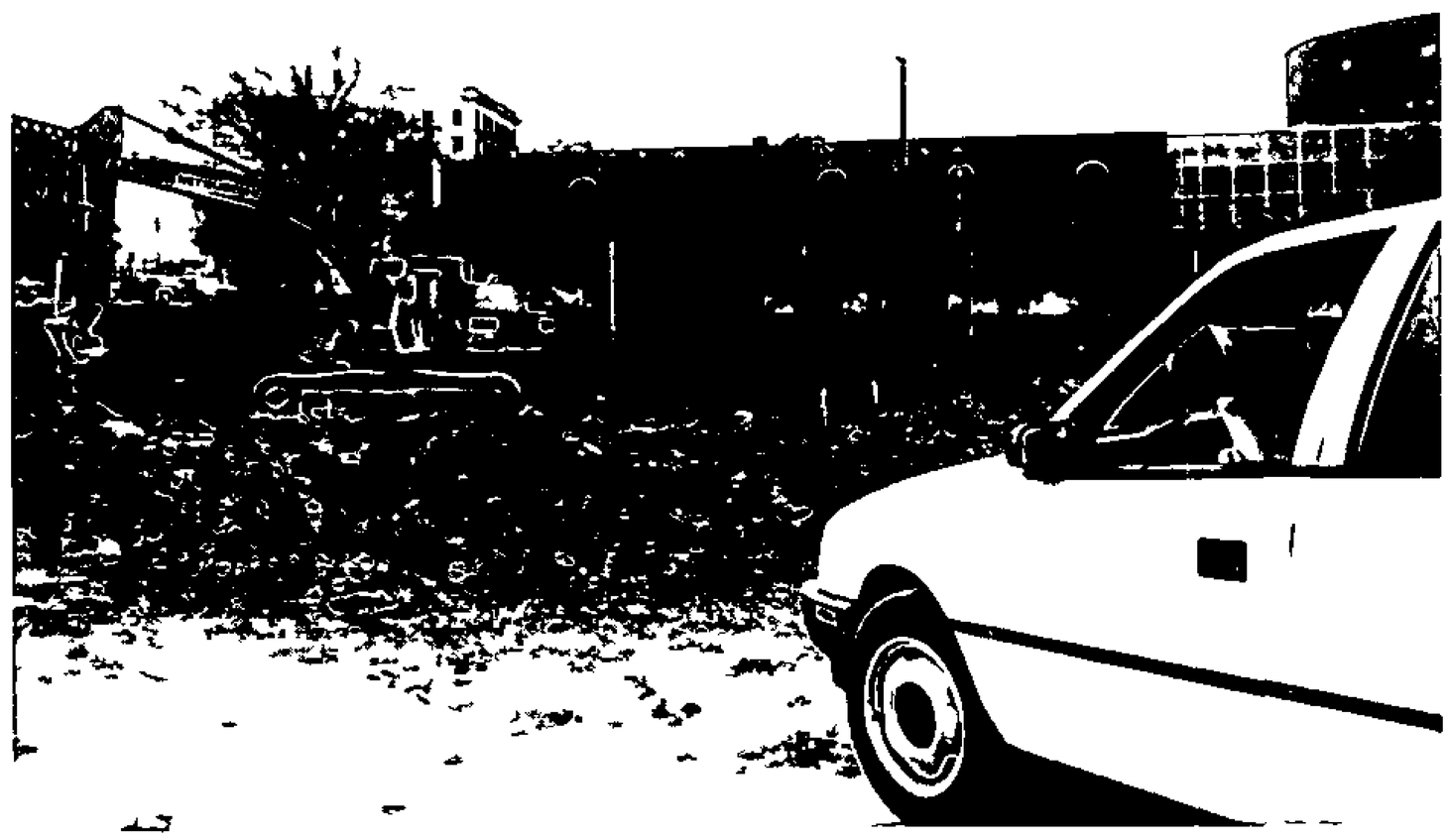
These services are significant not only because they are legally mandated, but they are also used as implementation tools for government policies and plans and neighborhood concerns

There were 150 rezoning petitions processed in the last fiscal year These cases ranged in size and complexity, requiring public notices, mailings, numerous public inquiries, staff analysis and site plan reviews, field work, written recommendations and mapping It is anticipated that activity levels in FY92 will remain constant, if not increase due to new zoning ordinance provisions and related text mendments.

Staff is experiencing an increased level of contact with the general public due to new zoning ordinance provisions. A large number of these discussions relate to complex, time-consuming and multi-jurisdictional issues, but do not result in the submittal of a rezoning petition

4B **Zoning Services:** The highest priority item will be researching and preparing possible text amendments to the new zoning ordinances Before the ordinances were adopted a number of subject matters were listed as work items for potential text amendments. In addition a number

Land Development staff conducts a field survey to ensure compliance with Streetscape and UMUD Ordinances



of omissions in the new ordinance have been identified that need remedial attention, and it is likely that others will appear as the ordinances are enforced

Other work demanding an undeterminable amount of time will require dealing with questions regarding the new zoning ordinances from the public, Building Standards Department and other departments, plus being involved mediating development conflicts These items will demand more staff time than previous years due to the changes and newness of the ordinances.

Further, a mandate of the zoning ordinances requires staff to review conditional district (CD) zoning cases after 3 years of approval to determine if development has proceeded according to approved plans, and if they haven't to recommend action which may result in reclassifications to other districts

4C **Administrative Review Services:** The subdivision, UMUD and multi-family approval processes involve numerous telephone inquiries and meetings with property owners, attorneys, engineers and surveyors, as well as coordination with other governmental agencies Professional, courteous and prompt service is of utmost importance

Additionally, since the majority of rezoning cases are for conditional districts, site plans for these rezonings constitute regularly reoccurring reviews and deadlines These conditional district rezonings also require numerous contacts and deliberations in administrative approvals for changes The new zoning ordinances increase the site plan review workload by requiring planning staff approval for additional types of development and the review of all conditional district site plans before issuance of building permits

For FY91, 585 subdivision plans were approved resulting in 4,777 parcels or building sites

Additionally, approximately 130 other development plans were approved, ranging from high rise office buildings, shopping centers and other retail, office and industrial developments Preliminary and sketch plan submittals within the first few months of 1992 indicate that subdivision activity is likely to be increasing

Other Support Services

The Planning staff collects and processes various land development fees not only for those designated as Planning Commission fees but also for other departments This provides a service to the other departments and is a convenience and service to the general public by allowing citizens to pay various fees in a centralized location and by one check

The recording and summarization of land development activities also provides desired information for other departments and the general public Private citizens and various organizations and companies use such information for market analyses and various planning functions

OBJECTIVE #5: TRANSPORTATION PLANNING

5A **MPO Coordination:** Planning staff administer the "3C" transportation planning process mandated by federal law (continuing, comprehensive, and cooperative) This program includes the administration of the Metropolitan Planning Organization and its related transportation planning activities, such as the Transportation Improvement Program and the Unified Planning Work Program

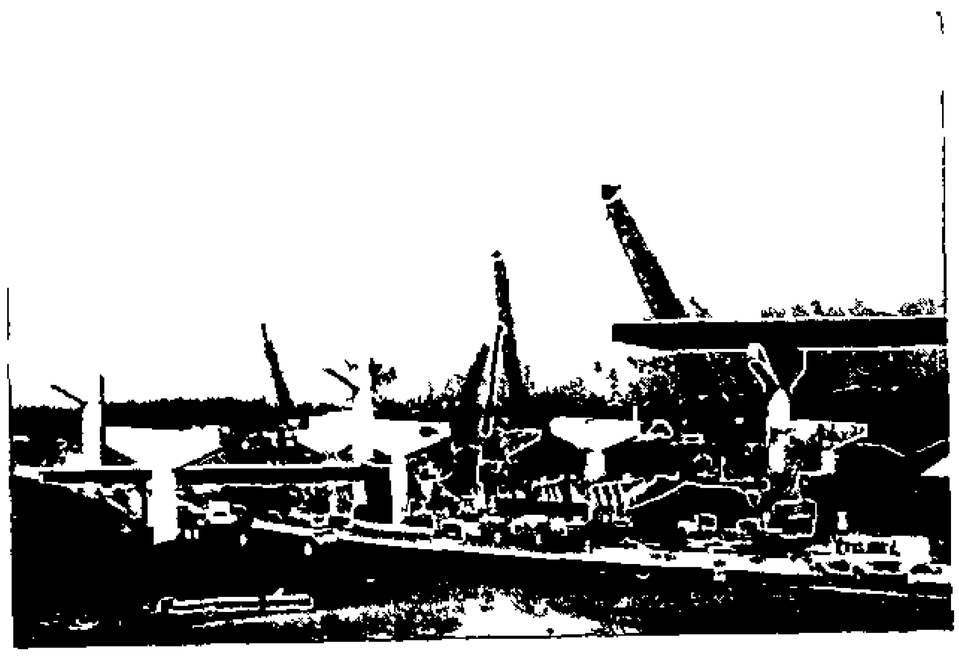
5B **Transportation Coordination:** Transportation policies and improvements have a significant impact on our community They can affect land use, economic development, and our quality of life in either a positive or negative way Planning staff's role is to ensure that these issues are addressed in the transportation planning process

Specifically, Planning staff serves as a member of interdepartmental teams on all roadway widenings or intersection improvement projects A planner is also a member and often times the leader of staff teams involved in thoroughfare alignment studies and transportation planning projects.

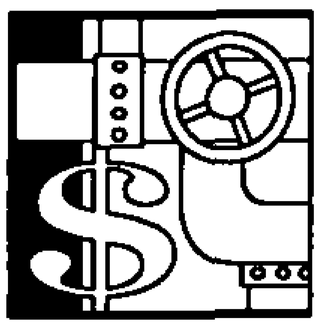
Activities include review of all roadway plans for land use and urban design issues, developing land use, zoning, and socioeconomic information for projects, coordinating, presiding over, and attending public meetings, responding to numerous telephone inquiries and meetings with affected property owners, homebuyers, realtors, and developers, and collaboration on the development of transportation policies and practices.

5C **Light Rail Transit Study:** A "Light Rail Transit Transitional Systems Planning Study" will be undertaken in FY 93 The study will evaluate previous LRT efforts and lead to the identification of a single priority corridor Later, detailed environmental and engineering work will need to be done for the selected corridor Actual implementation of light rail transit service could be around the year 2000

Planning staff will serve as a steering team member overseeing the work of the consultant Staff will also provide land use and socioeconomic data for the study, and will prepare land use policies for the selected corridor in tandem with the consultant's study



Transportation Planning involves comprehensive reviews of all roadway plans, as shown at this interchange construction site along I-77



OBJECTIVE #6: PLAN IMPLEMENTATION

6A **Capital Budget:** This function provides both the City and County with a comprehensive identification and assessment of capital facility needs over a ten-year horizon This enables the governing bodies to anticipate and plan for the construction and financing of the community's major infrastructure needs — roads, schools, parks, public buildings, airport improvements, water and sewer lines, etc

A comprehensive capital needs assessment is prepared for both the City and the County every two years, based on the evaluation of more than 500 project proposals submitted by City and County departments. These needs assessments provide the basis for the five-year capital improvement programs prepared annually by the City and County budget departments for adoption by the City Council and County Commission

This year, community priorities for capital projects will be reviewed in light of short-term and long-term fiscal trends and changes A capital plan will be developed that will forecast long-range capital needs over the next twenty years In addition, Planning staff provide assistance in capital facility planning at the request of individual departments

6B **Land Use Implementation:** Neighborhood and district plans have two primary components a vision for the future, and an implementation strategy for realizing the vision Corrective rezonings initiated by the Planning Commission are a major implementation tool recommended in the majority of adopted plans. The district planning process has provided the opportunity for the first major comprehensive update of the zoning pattern instituted in the early 1960's

In FY93, Planning staff will devote considerable time to implementing the corrective rezonings proposed in the North, South and Central District Plans The bulk of the rezonings will emanate from the Central District Plan, which proposes that approximately 7,500 properties be rezoned Implementation of these rezonings is very important for preserving the character and integrity of neighborhoods located within the city-within-a-city boundaries

Staff's involvement with initiating rezonings will include doing field checks on properties and identifying non conforming uses preparing zoning petitions and maps, preparing a staff analysis for each zoning case, generating lists of affected property owners that must be notified of the request for zone changes, and responding to expected large numbers of citizen phone calls and office visits related to the rezonings Implementing the Central District Plan rezonings will require careful organizing and grouping of petitions because of the large number of petitions

6C **Economic Development:** This activity includes the implementation of capital projects proposed in area plans and corridor plans and funded through the Neighborhood Reinvestment Program Area Plan Capital Fund, and/or the Corridor Revitalization Program Fund, these are funds appropriated by City Council

In FY93, implementation efforts will be targeted on the following areas Belmont Capitol Drive area, Genesis Park, Lockwood, Seversville, and Reid Park Additionally, staff will be involved with

various stages of implementation of the five corridors included in the Corridor Revitalization Fund Wilkinson Boulevard, North Tryon, Plaza/ Central area, South Boulevard and Beatties Ford/ West Trade Street Corridor

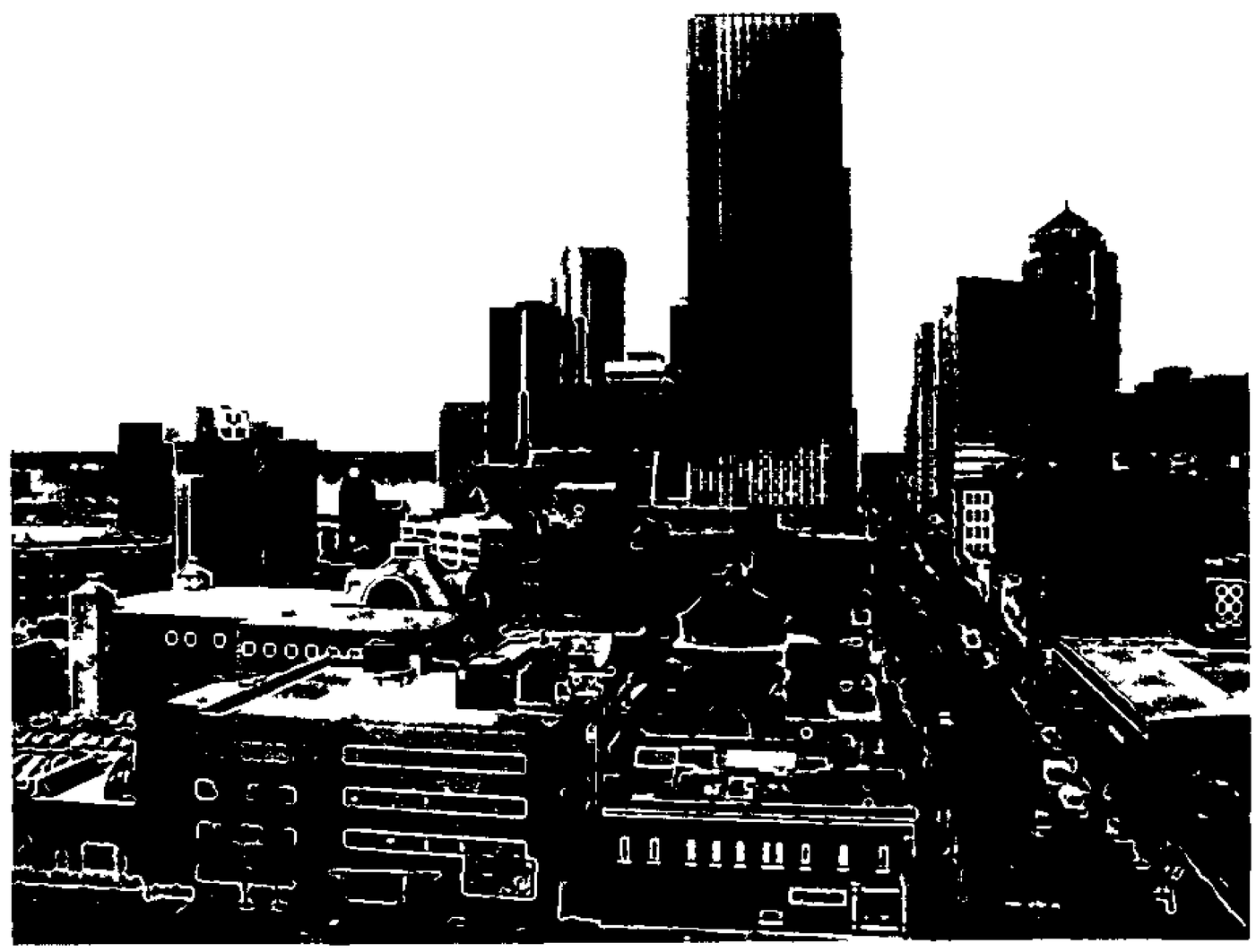
Staff's involvement with the implementation process will be to coordinate with the Engineering Department and neighborhood groups in the initial planning stage, review preliminary designs, assist in consultant selection for projects, review contract negotiations, monitor and report on progress of projects, and review capital expenditures

6D **Center City Plan:** The implementation of the Center City Plan will involve over 70 separate projects, ranging from rezonings to open space planning The Planning staff is responsible for either conducting, coordinating, or monitoring all of these projects, as well as staffing the Urban Design Task Force which oversees the plan implementation

Action steps will focus on activities such as the following review the Uptown Mixed Use District (UMUD) zoning, regulations concentrating on high development and livability standards by considering the needs for specialized signage and concentration of the highest use intensity in the core area, serve as a coordinator/facilitator between governmental agencies and private Uptown interest groups including the Chamber of Commerce, Charlotte Uptown Development Corporation, Central Charlotte Association (CCA) and the Uptown Urban Design Task Force, continue to serve on the Technical Advisory Committee to review and assist a consultant in the preparation and implementation of an Uptown Directional-Guide Sign Program, continue to serve on the Cultural District Committee established to promote and develop the concept of a distinct entertainment district

An intensified, coordinated effort to promote Central Charlotte growth and development will follow a May 1992 Summit Conference

The Center City Plan highlights a proposed Entertainment District centered along North Tryon Street



OBJECTIVE #7: QUALITY OF LIFE

7A **Historic Districts:** The Historic District Program primarily revolves around administration of the City's historic district ordinance as it relates to established historic districts As of February 1, 1992, the only designated historic districts in the city were a portion of Dilworth and Fourth Ward, pending a decision by Council, portions of Plaza-Midwood and an expansion of the Dilworth District may significantly enlarge the district program in the community, placing much greater demands on staff administration

In FY93, staff resources will be devoted to the following work program items reviewing building permits in historic districts to ensure compliance with the ordinance, supporting the Historic District Commission, providing information/educational services to property owners of existing or potential districts, facilitating adoption of an historic preservation plan for Charlotte-Mecklenburg, and coordinating implementation of policies and recommendations emanating from the adopted preservation plan

7B **Open Space Planning Program:** A number and variety of public open spaces exist or are planned throughout the central core of the city, including Uptown and surrounding neighborhoods How these open spaces link together to form an overall urban open space system has never been formally considered Charlotte must continue to look for ways to make it a unique and livable community to compete with communities that have more natural amenities upon which to build Having a well planned open space system weaving through the central core would be a notable amenity for residents and visitors to Charlotte

This work plan item will center on developing an open space "linkage" plan that will provide an inventory of existing open spaces within the central core of the community, identify opportunities for new open spaces, identify creative alternatives for linking open spaces, e g through corridor revitalization projects or greenways, and establishing priorities for implementation The major emphasis in the FY93 work program will be on phase I of the project which will be to develop an interconnected open space system in Uptown Subsequent phases will expand the system outward into the residential areas

Another emphasis in the Open Space Planning Program is in the discipline of Park Planning In FY93, fifteen (15) Park Planning/Design projects are scheduled These projects include City and County Parks and are both new park designs and revitalization of existing parks

7C **Corridor Revitalization:** In 1988 a bond referendum was passed in the city which provided funds for designing and implementing corridor plans for five specific gateway corridors in the community Wilkinson Boulevard, North Tryon Street Plaza/Central area, South Boulevard, and Beatties Ford/West Trade Street For the past several years the design staff has been preparing concept design plans for the five corridors

The emphasis in FY93 will be on coordinating with Engineering, CDOT, and any consultants hired to prepare final engineering drawings for the projects This will include setting priorities for funding specific segments of the overall corridor plan, reviewing design plans and working with Engineering on projects for which construction contracts are let to ensure conformance with the plans

7D **Natural Environment:**

■ **Watershed Policy and Regulations**

The County Commissioners have directed the Planning staff to work with an appointed group of stakeholders to develop appropriate regulations regarding watershed protection for the entire County

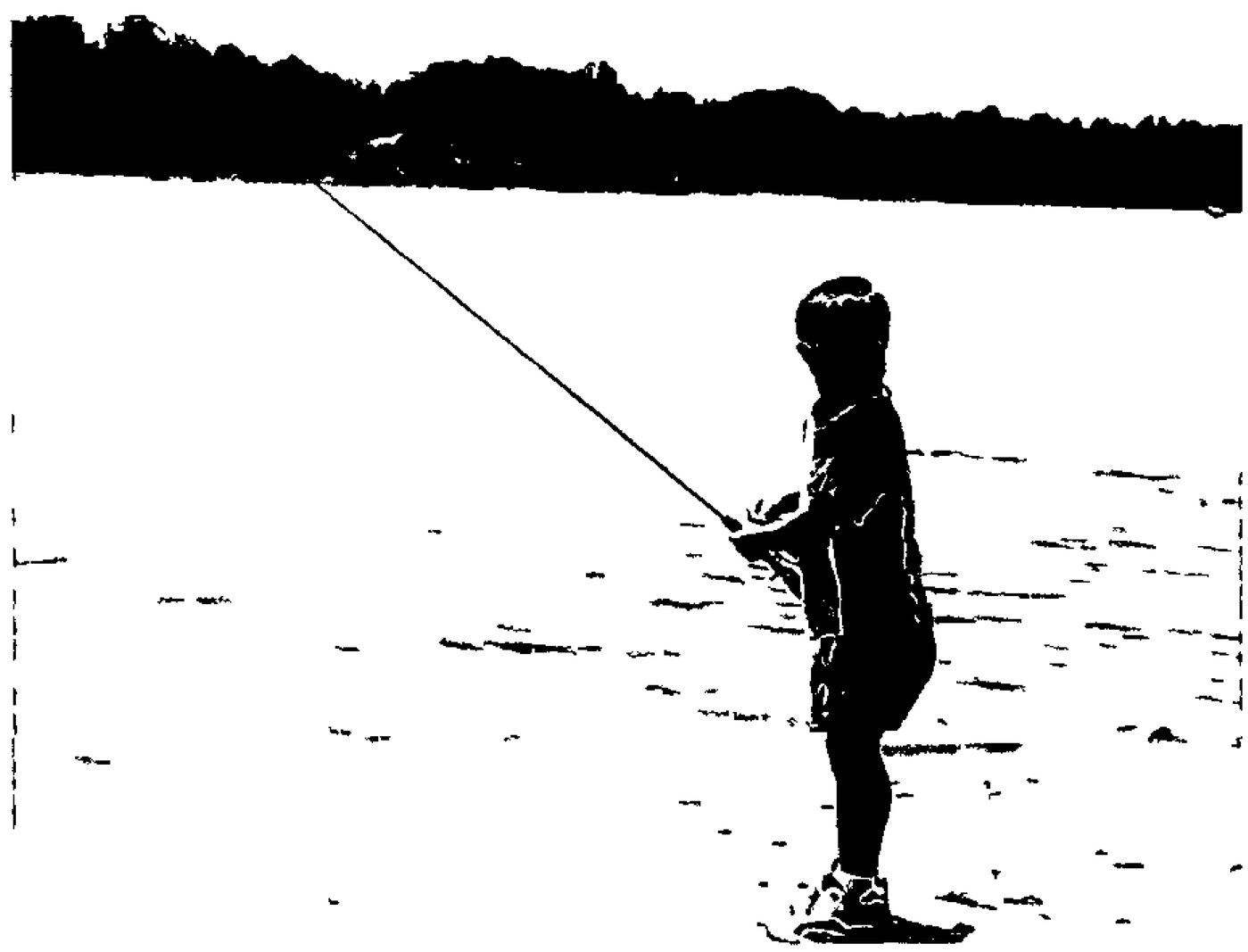
Work will continue which involves numerous meetings with various interest groups and other governmental departments, providing support services such as mapping and research functions, ordinance drafting and public hearing procedures, and ordinance adoption

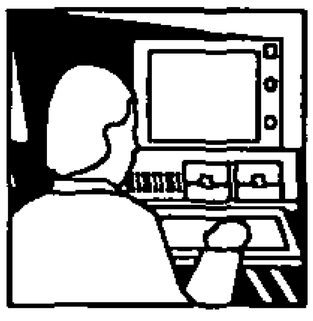
■ **Storm Water Regulations Monitoring and Ordinance Amendments**

Mandates of the U S Environmental Protection agency require urban areas of the size of Charlotte and Mecklenburg County to determine storm water pollution problems and to take steps to improve storm water pollution problems and to take steps to improve storm water quality Both the City and County have conducted an inventory of the existing system to identify problems like inadequate culverts and blocked streams. In November 1991, a report was submitted to EPA describing the programs and activities that have already been undertaken to make storm water less polluted By November 1992, additional information will need to be submitted to EPA describing additional programs and activities. The Planning staff will monitor these activities and, when required at the appropriate time, work on revised regulations and ordinances. It is anticipated that activities related to storm water management will involve a revisitation of issues related to development within floodplains and result in revisions to related ordinances

7E. **Art Commission:** This function provides program administration for the "1% For Art in Public Buildings" program for the City and County, and support to the Charlotte-Mecklenburg Art Commission This year, it includes management of thirteen active City or County projects, such as the Convention Center, Jails, and Law Enforcement Center

Environmental issues are central to the community's quality of life.





OBJECTIVE #8: TECHNICAL SUPPORT

8A. **Clerical:** This function provides clerical support to all department operations. The major activity is word processing — the preparation of correspondence, reports, plans, and documents for all agency activities. Another prominent activity is reception services — answering a monthly average of 5,268 telephone calls and 413 walk-in requests.

Clerical staff prepare comprehensive mailings for public hearings and meetings for planning projects, and mailings to neighborhood groups and property owners affected by zoning cases. Mailings of 2,000 to 6,000 notices occur periodically for major planning activities.

Clerical staff also help set up zoning cases and provide the word processing the staff analyses and for recommendations of the Zoning Committee Up to 20 rezoning petitions are processed each month that include from 30 to 100 notifications sent to citizens per petition as required by law

Clerical support also includes preparing purchase orders and requisitions, maintaining payroll data entry and related records, and maintaining agency and records Clerical staff also attend specified meetings to prepare minutes

8B **Mapping Services:** Mapping services provide an important and necessary tool to the general public, other departments and the Planning staff

Technical support, such as clerical and mapping services, are at the forefront of customer service

The zoning ordinance requires official zoning maps to be maintained The county is divided into 187 geographic sub-areas and zoning maps must be kept accurate and updated for each area.

A series of maps is also provided and kept current for the entire County which includes detailed base maps showing existing property lines and roads, thoroughfare plans, census tracts, and others The Planning staff uses these maps for many purposes such as the official maps annexation studies, and other specialized study maps for district and neighborhood planning

The Planning staff will continue the process of converting the base maps into an automated computer-originated process This automated mapping system will eliminate duplication of effort in the updating of various sets of maps This automated system provides the capability to create a series of numerous information "overlays" (such as zoning districts) and to print out maps for various purposes of differing sizes and scales

8C **Planning Information:** This involves numerous activities to disseminate complex technical data, including preparation of various publications, graphics, and special reports — as well as responding to daily public information requests

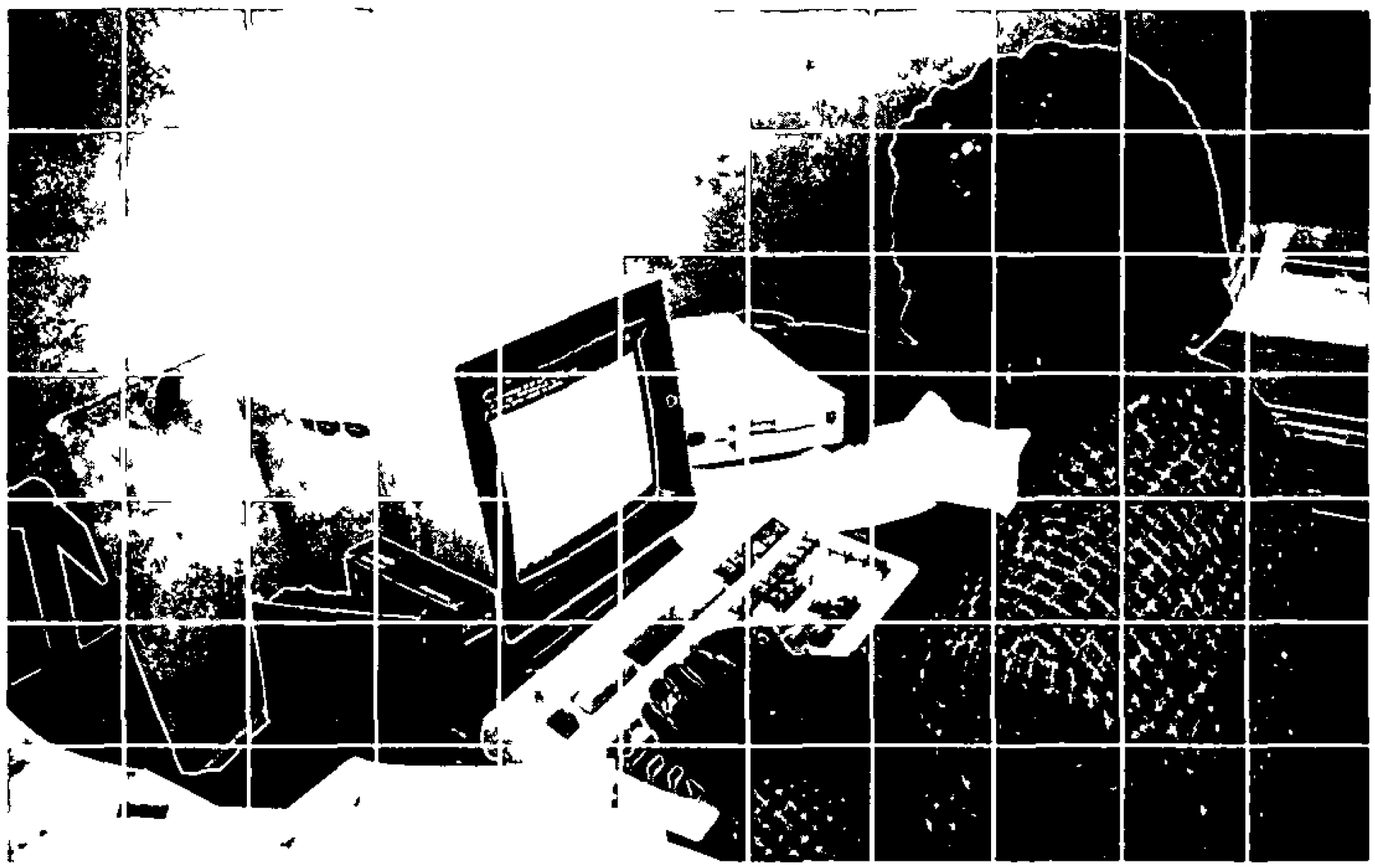
Planning information is requested by the general public, elected officials, neighborhood interests, and various special interest groups Typical public information requests involve providing demographic data to various business analysts who evaluate market conditions and investment opportunities in the Charlotte-Mecklenburg area.

8D **Technical Review:** This activity involves several technical review procedures — Mandatory Referral, Out-of-Sequence Capital Project Review, and Development and Revitalization Fund (DARF) Loan Review

Mandatory Referral carries out N C House Bill 855, which requires all governmental units of Charlotte and Mecklenburg County to refer all capital projects to the Charlotte-Mecklenburg Planning Commission for review The purpose of the act is to provide for an effective preliminary evaluation of proposed capital projects, considering the relationship of the proposed project to the community in general the project area, and to other proposed or planned projects

Out-of-Sequence Capital Project Review provides preliminary review and evaluation of major capital improvement projects for the City of Charlotte, which fall outside the normal capital project evaluation process and requires City Council to make a policy decision The Planning staff makes a recommendation to the City Manager on the merits of a project, following a process formally adopted by the City Council

DARF Loan Review was established by City Council to evaluate loan requests submitted by small and minority-owned businesses for conformance with established City policy with respect to public purpose and needs The Planning staff was assigned responsibility for review and for making recommendations to the Economic Development Review Board, which recommends actions to the City Manager



Effectively allocating resources to a wide variety of community issues is the emphasis behind the Planning Commission's Detailed Work Program.

Detailed Work Program

In the preceding pages, the Planning Department's "priorities" and related "services" were defined and described

Now, in the following pages, the specific activities are listed for each service, along with the general time frame for each

Note:

In the chart on the following pages, the quarterly schedule is based on

FY 1993	1st Quarter	July-September, 1992
	2nd Quarter	October-December, 1992
	3rd Quarter	January-March, 1993
	4th Quarter	April-June, 1993

FY 93 WORK PROGRAM
CHARLOTTE-MECKLENBURG PLANNING COMMISSION

OBJECTIVES • SERVICES • SCHEDULING

OBJECTIVES	SERVICES	SCHEDULE: 1ST QUARTER JUL AUG SEP	2ND QUARTER OCT NOV DEC	3RD QUARTER JAN FEB MAR	4TH QUARTER APR MAY JUN
OBJECTIVE #1 Provide efficient and effective ADMINISTRATION of the Planning Department by	**RIGHTSIZING** o Participate on Manager s Committee overseeing project development and implementation				
o Responding to RIGHTSIZING standards for public services	o Departmental implementation				
o Preparing a Five-Year PLAN FOR PLANNING	**PLAN FOR PLANNING** o Prepare a five-year assessment of planning needs considering 1992 Visioning and Rightsizing efforts				
o Maintaining ongoing TEAM MANAGEMENT and accountability for the approved work program and budget	**TEAM MANAGEMENT** o Conduct regular management team and general staff meetings				
o Promoting PERSONNEL DEVELOPMENT through training coaching under the management by results program and openness	o Implement FY 93 Budget and Work Program				
o Maintaining CUSTOMER-FOCUSED service including positive working realtionships	o Prepare FY 94-95 Budget and Work				
	o Maintain a Department "Mission Committee" to advise Director on management and operational matters				

OBJECTIVES	SERVICES	SCHEDULE			
		1ST QUARTER	2ND QUARTER	3RD QUARTER	4TH QUARTER
		JUL AUG SEP	OCT NOV DEC	JAN FEB MAR	APR MAY JUN
	PERSONNEL				
	o "Management by Results" Performance Evaluation implementation				
	o Training/Conferences				
	CUSTOMER SERVICE				
	o Participate in City-wide Customer Service evaluation activities				
	o Implement a Departmental Customer Service Survey				
	o Assisting elected officicals				
	o Assisting Appointed Commissions Committees, and Work Groups				
	o Assisting Departments and other Governmental Agencies				
	o Assisting Citizens and Interest Groups				
	o Conduct Community Education briefings and presentations				
	o Maintain "strategy room" for public information				

OBJECTIVES	SERVICES	SCHEDULE			
		1ST QUARTER	2ND QUARTER	3RD QUARTER	4TH QUARTER
		JUL AUG SEP	OCT NOV DEC	JAN FEB MAR	APR MAY JUN
OBJECTIVE # 2 To use a STRATEGIC MANAGEMENT approach in providing specialized focused public planning services to meet government priorities and customer service needs	**STRATEGIC MANAGEMENT SERVICES** o County Strategic Plan o School Master Plan o Old Convention Center Reuse Study o City Voting Districts o Intergovernmental Planning Initiatives o Projects requested by City of County Managers Elected Officials or Planning Commission o Coordination services for departments, agencies and boards				
	RESEARCH/DATA MANAGEMENT o Data Management o Computer Systems o Micro-Computer Management o GIS System Development o 1990 Census Analysis o 2010 Projections o City Within A City Data Base o Neighborhood Census Areas o Census Transportation Planning o Building Permit Reporting o Technical Support for Annexation School Master Plan and Voting Districts				
	ANNEXATION o Preliminary Reports for 1993 Areas o Official Annexation Plans o Identify Eligible 1995 Areas o Inter-Departmental Coordination and Implementation				

OBJECTIVES	SERVICES	SCHEDULE			
		1ST QUARTER JUL AUG SEP	2ND QUARTER OCT NOV DEC	3RD QUARTER JAN FEB MAR	4TH QUARTER APR MAY JUN
OBJECTIVE # 3 To provide COMPREHENSIVE PLANNING services including mid- and long-range planning that focuses on updating the comprehensive plan, coordinating City-Within-A-City program, regional planning neighborhood-scale planning, and closing out the district planning process	**DISTRICT PLANS** o South District Plan				
	NEIGHBORHOOD PLANS o First Ward Plan o Mount Holly Road SPP o Statesville Road Landfill SPP o Technical Studies o Mid Town Plan				
	COMPREHENSIVE PLAN UPDATE o Process Development o Advisory Committee Support o Technical Analysis o Citizen Involvement o Document Preparation				
	REGIONAL PLANNING o Urban Institute Support o Carolinas Transportation Compact o Regional Land Use Coordination o Mecklenburg Towns Support				
	CITY-WITHIN-A-CITY o Leadership Development o Planning o Coordination o Monitoring o Information				
	21st CENTURY VISION o Support community process				

OBJECTIVES	SERVICES	SCHEDULE			
		1ST QUARTER	2ND QUARTER	3RD QUARTER	4TH QUARTER
		JUL AUG SEP	OCT NOV DEC	JAN FEB MAR	APR MAY JUN
OBJECTIVE # 4 To administer LAND DEVELOPMENT REGULATIONS-- to function as the customer service center in land development matters, to facilitate land development reviews, and to provide information and service to elected officials and the general public	**REZONING SERVICES** o Client Services/Information o Rezonings o Special Use Permits o Maintain official records and maps				
	ZONING SERVICES o Periodic project reviews o Coordinate with Building Standards o Research zoning issues/text amendments, e g schools in residential areas etc o Mediate development conflicts				
	ADMINISTRATIVE REVIEW SERVICES o Subdivision Preliminary Plans o Subdivision Final Plans o UMUD Review o Planned Multi-family Review o Conditional Site Plan Review				

OBJECTIVES	SERVICES	SCHEDULE			
		1ST QUARTER	2ND QUARTER	3RD QUARTER	4TH QUARTER
		JUL AUG SEP	OCT NOV DEC	JAN FEB MAR	APR MAY JUN
OBJECTIVE #5 Coordinate the TRANSPORTATION PLANNING process in order to meet the *requirements for* continuing comprehensive and cooperative (3C) planning initiate transportation system planning for priority light rail corridors and review transportation improvement projects thoroughfare alignments and planning reports	**MPO COORDINATION** o Metropolitan Planning Organization o *Technical Coordinating Committee* o Unified Planning Work Program o Transportation Improvement Program				
	TRANSPORTATION COORDINATION o *Transportation Project Review* o Thoroughfare Plan Alignment studies o Transprotation Reports				
	LIGHT RAIL TRANSIT STUDY o Transitional System Planning o Consultant Support o Transit Station Policy Development				

OBJECTIVES	SERVICES	SCHEDULE			
		1ST QUARTER	2ND QUARTER	3RD QUARTER	4TH QUARTER
		JUL AUG SEP	OCT NOV DEC	JAN FEB MAR	APR MAY JUN
OBJECTIVE #6 Carry out designated PLAN IMPLEMENTATION priorities including area plan improvements capital budget planning Central Urban Design Plan, corrective rezonings, corridor and neighborhood reinvestment and key action steps that emphasize City-Within-A-City priorities	**CAPITAL BUDGET** o 20-Year Capital Plan o Community Priorities Evaluation o City CIP Support o County CIP Support o City Capital Needs Assessment o County Capital Needs Assessment o Capital Planning Assistance to Departments				
	LAND USE IMPLEMENTATION o Corrective Rezonings				
	ECONOMIC DEVELOPMENT o Area Plan Capital Fund o Neighborhood Reinvestment o Corridor Plan Implementation - North Tryon Street - Wilkinson Boulevard - Beatties Ford Road - Plaza-Central Avenue				
	CENTER CITY PLAN o Rezonings and Ordinance Review o Project Management and Monitoring o Advisory Task Force Support o Urban Design Studies				

OBJECTIVE	SERVICES	SCHEDULE			
		1ST QUARTER	2ND QUARTER	3RD QUARTER	4TH QUARTER
		JUL AUG SEP	OCT NOV DEC	JAN FEB MAR	APR MAY JUN
OBJECTIVE #7 Provide planning services to protect and enhance the QUALITY OF LIFE through administration of the Historic District program planning for open space needs preparation of specialized streetscape or public spaces design guidelines protection of the natural environment and administration of the 1% for art program	**HISTORIC DISTRICTS** o Ordinance Administration o Preservation Plan				
	OPEN SPACE PLANNING PROGRAM o Plan Development Process o Plan Adoption o Park Planning (City/County)				
	CORRIDOR REVITALIZATION o Corridor Plan Implementation - North Tryon Street - South Boulevard - Beatties Ford Road - Plaza-Central Avenue				
	NATURAL ENVIRONMENT o Watershed policy and regulations o Storm water regulations monitoring				
	ART COMMISSION o Manage 13 City/County Art Projects				

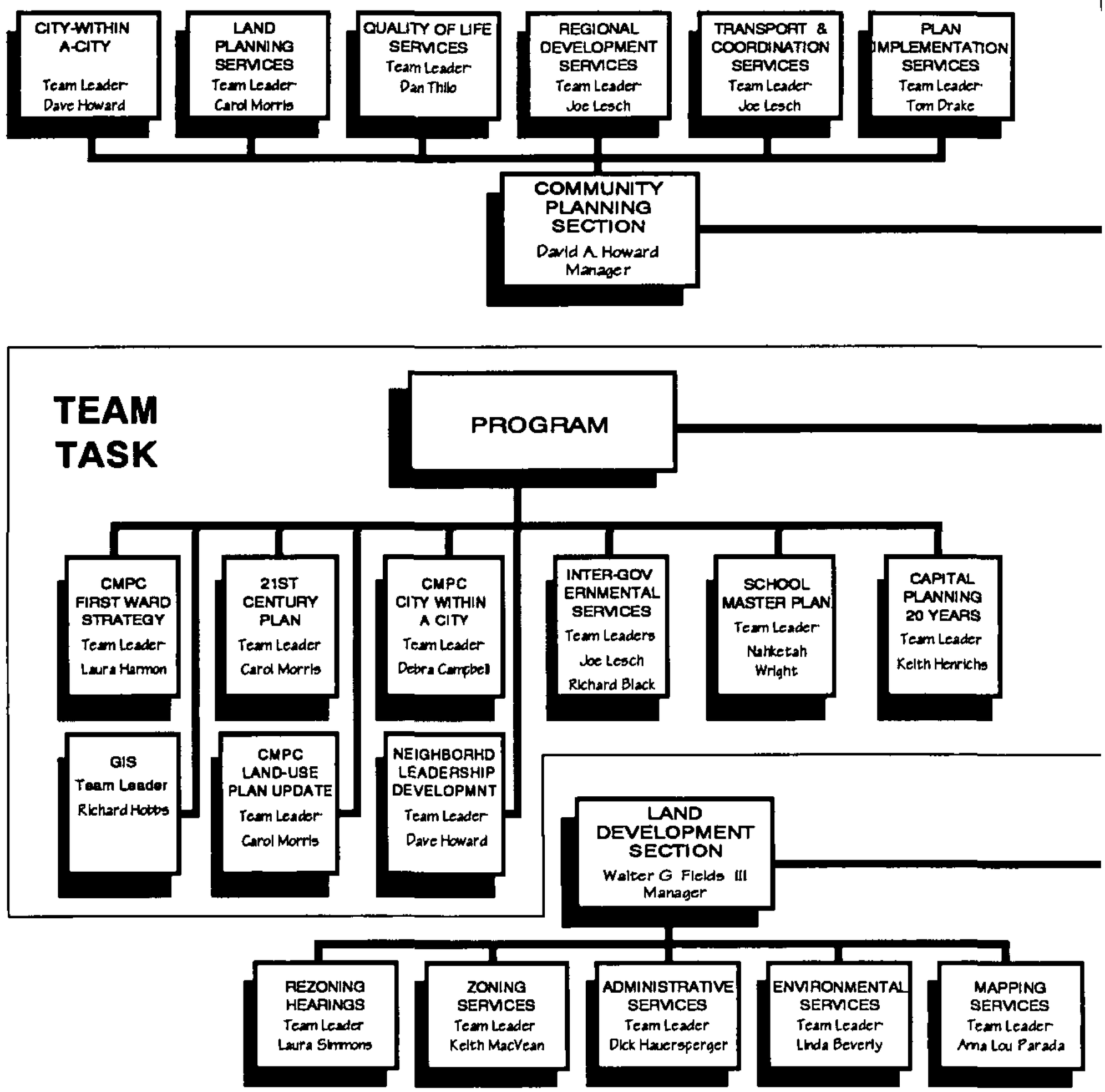
OBJECTIVE	SERVICES	SCHEDULE			
		1ST QUARTER AUG SEP	2ND QUARTER OCT NOV DEC	3RD QUARTER JAN FEB MAR	4TH QUARTER APR MAY JUN
OBJECTIVE #8 Maintain coordinated TECHNICAL SUPPORT SERVICES necessary for program operations including public reception word processing, records map services, planning information products, and review procedures	**CLERICAL SERVICES** o Public Reception o Word Processing o File/Equipment/Supply Maintenance				
	MAPPING SERVICES o Official Maps/Base Maps o *Special Study Maps* o Annexation/Small Town Coordination o Computer Map Conversion o New Ordinance Map Conversion				
	PLANNING INFORMATION o General Customer Inquiries o District Plans o Developers Handbook o *Census Brochures* o Annual Inter-local Report o Monthly Highlights o Special Reports o Planning Graphics				
	TECHNICAL REVIEW o Development and Revitalization Fund (DARF) Loan Review o Mandatory Referrals o Out-of-Sequence Capital Review				

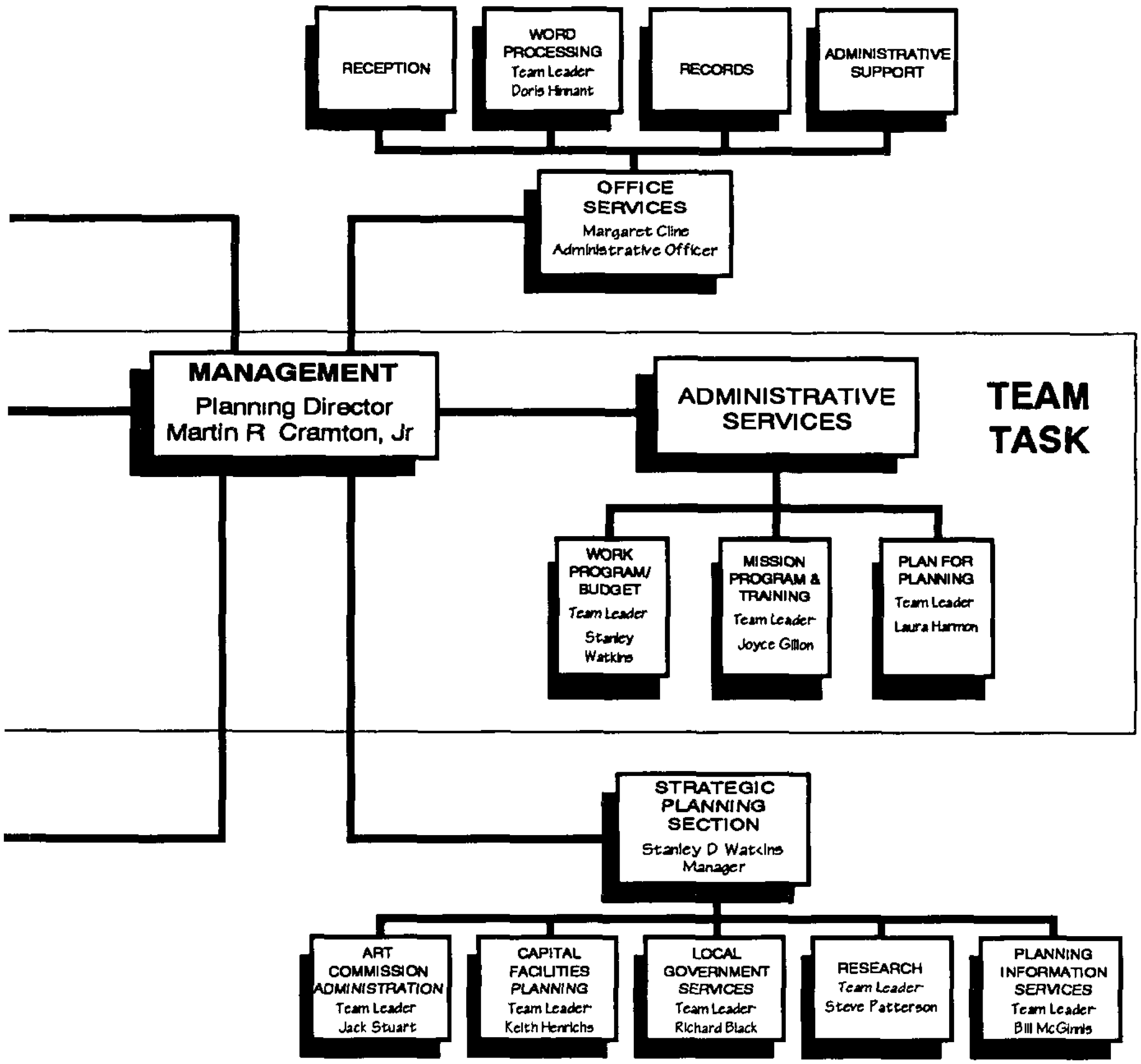
Preliminary FY93 Resource Allocation

Objective	Service	Total Person-Months
1 **ADMINISTRATION** (68 50 months)	Rightsizing	2.00
	Plan for Planning	4 50
	Team Management	10 00
	Personnel Development	8 25
	Customer-Focused Service	43 75
2. **STRATEGIC MANAGEMENT** (67 00 months)	Strategic Management Services	29 50
	Research/Data Management	27 25
	Annexation	10 25
3 **COMPREHENSIVE PLANNING** (54 00)	City Within-A City	10 25
	21st Century Vision	5 25
	Comprehensive Plan Update	15 75
	District Plans	2.25
	Neighborhood Plans	18 25
	Regional Planning	2.25
4 **LAND DEVELOPMENT** (70 50 months)	Rezoning Services	38 75
	Zoning Services	7 25
	Administrative Review Services	24 50
5 **TRANSPORTATION** (18 75 months)	MPO Coordination	7 00
	Transportation Coordination	5 25
	Light Rail Transit Study	6 50
6 **PLAN IMPLEMENTATION** (57 50 months)	Capital Budget	22.75
	Land Use Implementation	4 25
	Economic Development *	12 50
	Center City Plan	18 00
7 **QUALITY OF LIFE** (73 50 months)	Historic Districts	18 00
	Open Space Planning Program	28 75
	Corridor Revitalization*	12.50
	Natural Environment	8 00
	Art Commission	6 25
8 **TECHNICAL SUPPORT** (148 25 months)	Clerical Services	75 00
	Mapping Services	50 00
	Planning Information	18 25
	Technical Review	
		558 00 **

* to be shifted under City Within A City
** based on 46 full time positions and 1 half-time positions

CHARLOTTE-MECKLENBURG PLANNING COMMISSION
FY93 FUNCTIONAL ORGANIZATION




RECEPTION
WORD PROCESSING
Team Leader
Doris Hinnant
RECORDS
ADMINISTRATIVE SUPPORT
OFFICE SERVICES
Margaret Cline
Administrative Officer
MANAGEMENT
Planning Director
Martin R Cramton, Jr
ADMINISTRATIVE SERVICES
TEAM TASK
WORK PROGRAM/ BUDGET
Team Leader
Stanley Watkins
MISSION PROGRAM & TRAINING
Team Leader
Joyce Gillon
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FY93 OPERATING BUDGET DISCUSSION PROPOSAL
DGC
Revision 5/27/92

NOTE: Base for additions and deletions in Manager's proposed budget. Additions are beyond any additions proposed in Manager's budget. Deletions are in addition to any proposed in Manager's budget. Programs affect Operating Budget only, except where shown.

1. COMMUNITY SAFETY/CRIMINAL JUSTICE

OBJECTIVES: (1) expand implementation of Community Policing, (2) fund support for criminal justice system based on recommendations of Criminal Justice Commission, and (3) support community based prevention and deterrence programs.

Proposed Additions

a.	50 officers - community policing (25 to be funded and 25 to be made available through rightsizing. Total increase of 100 should be added as police training classes can graduate them.)	$1,293,933
	Note: includes allocation for non-departmental costs	
b.	Support for CJC non-equipment requests - clerical positions from rightsizing assigned to Police Dept. and loaned to judges, clerk and D.A.	150,000
c.	Support for CJC equipment requests through use of city print shop, city purchasing discounts, surplus equipment and fax. Items requested by CJC at price of $156,040, can be provided by city at a city cost of approximately	30,000
d.	Restore Safe Neighborhood Awareness Program in public housing	5,042
e.	Contribution to Stop the Killing	10,000
Subtotal Community Safety/Criminal Justice		**$1,488,975**

2. CITY WITHIN A CITY

OBJECTIVES: (1) Provide resources for family support, (2) increase resources directed at helping families avoid displacement from housing, (3) increasing pool of eligible buyers and tenants for Innovative Housing, Housing Partnership and Habitat programs, and (4) support and

strengthen neighborhood based non-profit organizations interested in housing and community economic development.

Proposed Additions/Changes

a.	Crisis Assistance	$63,000
b.	YWCA Scattered Sites	12,595
c.	Fund CMHP/LSSP Credit counselling and neighborhood legal support	48,000
d.	Expand mediation, credit counselling and family assistance, landlord/tenant disputes, establish tenant loan fund for minor rehab repairs	150,000
e.	Additional support for community-based programs such as Success by Six, United Way, and others	100,000
f.	Expand downpayment assistance targetted to help tenants purchase existing units (CDBG)	100,000
g.	Expand Belmont model to 2 more neighborhoods, and expand Belmont effort into Villa Heights and Optimist Park	400,000
h.	Neighborhood Matching Grants Program (as described in attachment)	$650,000
Subtotal City within a City		**$1,523,595**

3. EMPLOYEE COSTS

OBJECTIVE: Help offset effect of insurance increases and benefit reductions for employees who would not otherwise receive pay adjustment due to normal step increases or longevity payment.

Proposed Additions

2.5% lump sum pay adjustment 7/1/92 for employees who do not receive longevity or step increases (approx. 10% of the workforce)	$340,000

Equalization lump sum for employees whose longevity pay is less than 2.5%	275,000
Total Pay Adjustment	**$615,000**

Note: General fund #s only shown. Other funds not shown.

4. OTHER MISCELLANEOUS

OBJECTIVES: (1) To deal with certain funding decisions which were discussed during the year but deferred to budget time; (2) to address the Cultural Action Plan issues; and (3) to deal with certain other miscellaneous items discussed during budget workshops.

Proposed Additions

Last week

a.	Restore verbatim minutes	$22,341
b.	Restore Sister Cities contribution	12,000
c.	HDC staff conversion from part-time position to full-time to deal with district expansions	17,000
d.	Fund update to disparity study for MWBE program in light of Richmond case	150,000
e.	Contribution toward Option 3 of Cultural Action Plan	196,000

Note: If Option 3 is funded, then no separate funding is required for the Nature Museum. Also, commitment to Option 3 for FY93 does not mean commitment for PAC funding beyond the terms of the special two-year contract.

f.	Lease purchase of Animal Control radios (This is matched by a funding entry and is a change for purposes of generating funds)	35,000
g.	Lease purchase of recycling trucks (This is matched by a funding entry and is a change for purposes of generating funds)	143,000
Subtotal Miscellaneous		**$575,341**
TOTAL PROPOSED ADDITIONS		**$4,202,911**

FUNDING OPTIONS FOR ADDITIONS/CHANGES

FUND BALANCES / REPROGRAMMING FUNDS

Note: The City within a City items listed above are all to be funded from reprogramming either CDBG or General Fund monies already in the proposed budget or from unexpended fund balances drawn from Community Development or Housing programs. The use of fund balances from Innovative Housing and Neighborhood Reinvestment are one-time revenues from prior years' appropriations, but the same appropriations can be made in succeeding years for any amounts appropriated to these two funds in FY93 but remaining unspent at the end of FY93.

General Fund	
Existing City within a City line item	138,518
From Neighborhood Reinvestment Fund unused fund balance	500,000
Unappropriated revenues from city rental units, in excess of reserve for maintenance and repair	379,000
Unexpended FY92 Innovative Housing Fund balance	310,000
CDBG or Home Funds	
Unexpended balance of existing down payment assistance program	21,000
Other CDBG or Home Grant funds for balance of downpayment assistance item	89,000
From HOME Grant, for eligible items in Neighborhood Matching Grants program	86,077
Subtotal	**$1,523,595**

OTHER SOURCES

Delete Federal Program representative	15,000
Convert from one-time purchase of new Animal Control radio system to lease purchase, at FY93 savings, net of first year's lease purchase contribution of	114,000

Convert from one-time purchase of recycling trucks to lease purchase, at FY93 savings, net of first year's lease purchase contribution of	505,000
3/4 cent from reduction due to Parks transfer or, if county approves tax equity for FY93, from Police equity savings	1,850,000
Use of FY92 General Fund fund balance for one-time expenditure for MWBE study	150,000
Total Other Sources	**$2,634,000**

Note: Still need approximately $45,316 to balance.

NEIGHBORHOOD MATCHING GRANTS PROGRAM

In addition to the housing initiatives which include those funded by the CDBG, the new HOME program and the city's Innovative Housing Fund, City within a City includes three other basic categories of services: Self-Sufficiency Support; Neighborhood Services; and Economic Development. The Neighborhood Matching Grants Program (Seattle Model) is a proposed addition designed to improve services to target neighborhoods and to leverage citizen and community involvement and resources in a way that upgrade and stimulates reinvestment in the City within a City neighborhoods.

The proposal would be funded from reprogramming existing revenues and would address the following objectives: (a) substitute for Small Area Plan improvements funding, which is deleted this year; (b) stimulate the growth and capacity of community-based organizations to enable them to make effective use of the 15% HOME set aside for non-profits; (c) provide a way for neighborhood residents to have some influence over the priorities for improvements in their own neighborhoods; (d) provide a source of funding for small scale capital projects that do not fit any broader program category.

The appropriation will establish a three-tier matching grant program designed to promote partnerships with neighborhood-based organizations. The objective is to facilitate ways for residents and businesses to carry out small scale neighborhood improvements that otherwise might not be on an official city project list. In addition, the grants will increase neighborhood investment and improve the capacity to act of neighborhood community development groups. The matching requirement can be met with in-kind materials and community labor as well as with dollars and will serve to stimulate self-help activities within neighborhoods.

> Tier I will include matching grants of up to $3,000 for small projects which can be completed within 6 months of the award.
>
> Tier II will include matching grants in excess of $3,000 which can be completed in 6-12 months following the award.
>
> Tier III will include matching grants of up to $50,000 for neighborhood economic development initiatives through community based development corporations. A maximum of $150,000 in Tier III grants will be made available in any one fiscal year.

The City Manager's office would be directed to develop specific guidelines and procedures for this program and the recently appointed City within a City Task Force will serve as the review/approval agency for all grants.