

PROMOTE, PRESERVE ECONOMIC DEVELOPMENT, BUSINESS VITALITY

Economic development drives Charlotte's growth, and a positive business climate pays dividends to our citizens and the entire region. E&PM influences economic development through its development and implementation of fair and expedient regulatory processes, installation of quality urban infrastructure, procurement of goods/services and the acquisition, management and disposition of property.

Flexible management of regulations, including the Post Construction Controls Ordinance, Urban Street Design Guidelines and Tree Ordinance, will be important in fostering development as the economy rebounds. Coordination between KBUs will continue to be the key to evenhanded implementation of these standards. Staff ownership of this complex process will help to eliminate or minimize conflicts in the application of these ordinances and reduce frustrations for developers.

The FY2012 Economic Development Focus Area Plan targets "making it easier to obtain regulatory approval and eliminating system barriers, conflicts and impediments in the application process." E&PM will take a lead role in working with County, State and City agencies to shorten and improve the process. This will assist the development community in getting stalled projects back on track and starting new ones as economic conditions improve.

Urban infrastructure such as roads and sidewalks will be improved as we plan and construct Capital Improvement Projects, including those along priority business corridors such as Beatties Ford Road, Central Avenue and North Tryon Street where economic development is vital to stimulating growth.

We will also continue to seek the advantages afforded by public/private joint ventures such as the already-completed Elizabeth Avenue Business Corridor, Ikea and Scaleybark projects.

In the design and construction of City facilities, we aim for aesthetically pleasing results that sustain or create a sense of place and contribute to the context of the surrounding neighborhood. This attention to appearance and building character encourages new development in proximity to our buildings, and sends the message that Charlotte cares about its neighborhoods and is proud of its City services.

Storm Water Services also contributes to Charlotte's quality of life and business vitality with its infrastructure projects. Improved storm water infrastructure will reduce flooding occurrences in areas and buildings prone to damage, making these areas more suitable for development.



Built with concrete, the Fred D. Alexander Boulevard Project is Charlotte's first "green road." Currently under construction, it includes three bridges.



Improving water quality enhances the environment and makes our community a better place to live.

JUST AROUND THE CORNER...A GREATER FOCUS ON WATER QUALITY

Reducing flooding across the City has long been a priority for City Council and Engineering & Property Management. While the majority of the Storm Water budget is spent on flood control, we have a robust water quality program that rehabilitates ponds, restores streams and improves water quality.

The Environmental Protection Agency (EPA) will issue new water quality rules in late 2011. "We anticipate the new rules will be more strict, requiring an increased level of capital spending,"

advises Tim Richards, Deputy City Engineer. "This will likely mean our land development permitting process will have additional regulations with less flexibility. Right now, we're monitoring what's happening in communities around the nation and providing input to the EPA on the process for developing the new rules.

"Finding that balance between the cost of regulations and improved water quality will be a challenge for the EPA, and for us, as we try to influence the new rules on Charlotte's behalf."

CHAMPION SUSTAINABILITY

A sustainable community values quality of life for both current residents and those who will live, work and play here in the future. The City has recognized the importance of environmental sustainability through its Environment Focus Area Plan, which encourages the City to lead by example in its operations, policies and community discussion and education.

E&PM works to address sustainability in all of its practices, and carries primary responsibility for several of the City's programs. Staff monitors landfills, pursues and administers Brownfield grants, and ensures that underground storage tanks meets new state regulations.

Staff led the creation of the City's first Policy for Sustainable City Facilities, and now fulfills the expectations of the policy for every facility we design, construct or manage. E&PM's energy management practices remain a source of pride and our success has been proven as the Government Center has achieved Energy Star recognition for the past two years.

We will continue projects aimed at reversing environmental impacts of the past and ultimately improving our water quality. We will see that our own housekeeping practices are in order, with City facilities and practices meeting NPDES requirements. Infrastructure projects need to be viewed for their effect beyond project limits and encompass regional effects and issues, as well.

In June, 2011, City Council set the first tree canopy goal for the City of Charlotte, aiming at "50% Canopy in 2050." Our tree canopy is "Charlotte's Crown," which E&PM protects with

publicly funded planting and maintenance and through implementation of the revised Tree Ordinance when private sites are developed or redeveloped. A comprehensive Tree Canopy Investment Strategy will guide our work to achieve the tree canopy goal, and we will recognize businesses and citizens who benefit our canopy through our annual Charlotte's Crown Tree Awards program.

Echoing the development of various standards to achieve "green buildings," academics, policy-makers and environmentalists are now creating tools for achieving "green roads." The North Tryon Street project was chosen as an appropriate test for some of the "green road" concepts and applications. Elements of a "green roads" approach are being used in the Fred D. Alexander project, as well. Various rating systems and tools are still being developed across the country, and we need to decide soon which elements best fit our local circumstances and what our overall approach and policy will be.

The City's success acquiring the Energy Efficiency and Conservation Block Grants opens the door to additional opportunities to manage and reduce energy consumption. But to determine the effectiveness of EECBG projects we need to improve our monitoring and reporting process.

All of our environmental and energy efforts noted here need to be included in a comprehensive, cross-departmental Sustainability Strategy which can be used to guide the City and it agencies through decisions made in the years ahead.

BUILDING COMMUNITY THROUGH QUALITY CONSTRUCTION

The \$11M Dixie River Road project opened June 24 and links residents and businesses in the growing southwest Charlotte community. This project includes 1.6 miles of roadway improvements with new sidewalk, curb and gutter, medians, bicycle lanes, wheelchair ramps, storm water management ponds, traffic signals and landscaping. The project completes the Dixie-Berryhill Strategic Plan that realigned the southern end of Dixie River Road.

"The first phase, the Shopton Road West leg, was built by NCDOT and completed in 2009," said Council Member Warren Turner. "The second and final phase, the Dixie River Road Realignment, flattened the sharp curve and widened Steele Creek Road along with the new segment of Dixie River Road."

Many different sources provided funding for the project. A total of \$11 million came from the 2004, 2006 and 2008 bonds. NCDOT contributed \$1.2 million for the planning and relocation of Shopton Road West. Local developers contributed land, infrastructure improvements and \$300,000 for mast arms and turn lanes.

"The project had great collaboration and speaks to how we can all work together," said CDOT Director Danny Pleasant. "Our goals of integrating transportation and land use to provide safe and efficient movement of motor vehicles, pedestrians, and bicyclists were met here today. We're also pleased with the enhanced connectivity residents will have to future commercial and office uses nearby."



Citizens, project partners and City staff joined Council Member Warren Turner to open Dixie River Road.

CONTINUOUS PROJECT MANAGEMENT IMPROVEMENT

For E&PM, the discipline of project management is our hallmark. The expectation for excellent project management processes and outcomes aligns all workgroups and, more than anything else, determines our degree of success and the value we bring to the City and the citizens it serves. Honing project management competencies and refining the tools necessary for continuous improvement is a strategic priority. E&PM's strong support of the corporate initiative to purchase an Enterprise Resource Planning system is a direct result of its drive to improve project cost accounting.

During the last two years, due to economic constraints, the development of project manager skills has not kept up with the need. During the next two years we plan to make project manager assessment and training a priority. This is important both for improving project success and retaining key staff.



E&PM continues to take a lead role in managing the City's portfolio of property and assets.

STRATEGIC MANAGEMENT OF CITY PROPERTY PORTFOLIO

Though the City has achieved excellence in many aspects of facility and property management, we lack a comprehensive strategic plan for the acquisition, disposition and management of its properties. The development of City-wide guidelines would provide uniformity across KBUs for corporate space management, among other things, and agreement on which standards apply to both existing facilities and new construction.

Policies to govern the property portfolio would provide direction for property acquisition and disposition, leasing and property management. It would also establish criteria for the determination of future construction.

DEMOCRATIC NATIONAL CONVENTION



The suitability of City facilities was critical to Charlotte being awarded the 2012 Democratic National Convention.

The awarding of the 2012 Democratic National Convention to Charlotte will have a significant (and yet to be determined) impact on E&PM. A few examples: Special Projects division will be involved when the Host Committee renovates and restores the Time Warner Cable Arena; Engineering Services will handle road improvements in the center city; Landscape Management will beautify uptown and City facilities with plantings; Storm Water will aid in security precautions involving drainage systems. Much of what needs to be done – and the resources to do it – will be determined over the next several months in discussions between City officials and the Democratic National Convention Committee.

These activities will be over and above the planned workload resulting from a record amount of funding for capital projects and improvements. As details of our involvement emerge, E&PM will work with partner KBUs and the Budget Office to ensure the City meets its obligations.

ENGINEERING & PROPERTY MANAGEMENT STRATEGIC OPERATING PLAN 2012

Charlotte is a dynamic city working hard to sustain its vibrancy through the economic downturn. During the next two years, E&PM will focus on goals that help Charlotte advance, laying a strong foundation enabling our citizens, neighborhoods and businesses to succeed. These goals, which are aligned with City Council's Focus Area Plans and the priorities of the City Manager's Office,



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are to promote and preserve economic development and business vitality, champion sustainability, continuously improve project management practices and outcomes, and strategically manage the City's property portfolio.



Landscaping and road improvements made South Boulevard an attractive gateway to uptown.

HOW WE WILL ACHIEVE THESE GOALS

E&PM faces the following challenges to its strategic direction:

Managing Expanding Workload With Professional Excellence

The number and complexity of projects managed continues to grow. Federal stimulus and EECBG projects require E&PM to devote additional time and energy to ensure reporting requirements are met, as well as gauge project effectiveness and the overall benefits to the City.

The passage of the 2010 bonds sets the stage for increased workload for project managers and support staff. We continue to reassign Land Development staff to areas with increased needs. As the economy recovers and permitting and regulatory activities increase we will have to find other methods to address project workload.

Another critical area is in property management, where staffing and funding levels have dropped even as the number of facilities and square footage maintained have dramatically increased.

This group has produced excellent maintenance and energy management results with diminishing resources. However, growth has outpaced the group's ability to adequately supervise contractors and has lengthened preventive maintenance cycles to a point of concern.

Embracing Organizational Change

To be effective stewards and relevant public servants, City staff must retool the organization to match the pace and complexity of the community we serve. Rethinking and supporting the "One Business" concept will result in changes in how we communicate, share resources, define success, shepherd the organization and lead in the community. E&PM is ready to embrace this organizational redefinition.

Efforts must be focused on bringing staff on board to understand and support the significant structural changes represented by IT Consolidation, the incorporation of Enterprise Resource Planning and the deployment of CityWorks, all of which

require rethinking of what our jobs entail and why we do them the way we do. The skill sets required for large-scale change management need to be instilled more broadly across all levels within the organization.

Promoting Strategic & Sustainable Growth

To align strategic growth across the City organization, E&PM seeks greater transparency and collaboration with other KBUs. E&PM will work with its client KBUs and partners to collectively define what project success looks like for both the organization and the community, establishing a shared philosophy that will guide project management planning and implementation.

E&PM is also looking at ways to open up our intranet project pages to CDOT and other partners, making better use of current tools such as CECAP and our Project Management Dashboard and acquiring better tools to assist in decision making and success assessment.