



Charlotte-Mecklenburg
Planning Department

Strategic Operating Plan

FY 2012 - FY 2013

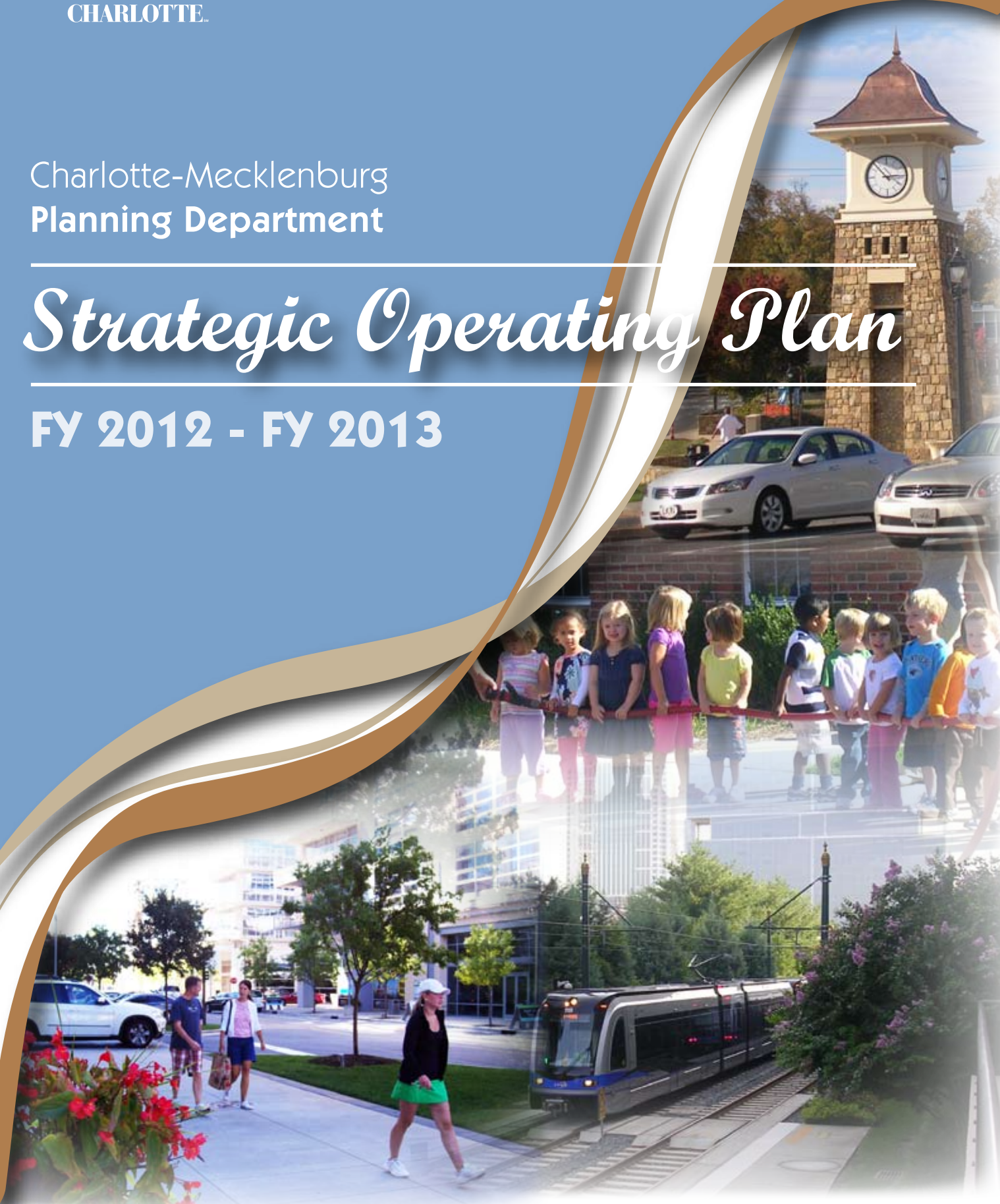


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Transmittal Memo



DATE: July 27, 2011

TO: Ruffin Hall
Budget Director

FROM: Debra D. Campbell
Planning Director

SUBJECT: FY2012 & FY2013 Strategic Operating Plan

The Charlotte Mecklenburg Planning Department is pleased to submit our FY2012 & FY2013 Strategic Operating Plan (SOP). The department's vision is to be an innovative and effective public planning agency helping to create one of the most vibrant, well planned and livable urban communities in the country.

This SOP represents the strategic direction for our department and documents our linkages to the City's Corporate Scorecard. The accompanying Balanced Scorecard includes major initiatives, measures and targets which enable us to achieve our vision for Charlotte-Mecklenburg. Examples for FY12 & 13 include:

- Update of multi-family housing policies at transit stations
- Completion and implementation of area plans
- Text amendments to the *Zoning Ordinance* to support the City's objectives and policies
- Initiation of the *Zoning Ordinance* update process
- Development of departmental technology plan and implementation of technology improvements such as electronic plan submittal
- Consistency of rezoning decisions with adopted plans
- Completion of the Urban Land Institute Daniel Rose Fellowship Project
- Support for completion of environmental documents (FEIS) for the Blue Line Extension
- Completion of several station area plans for the Blue Line Extension
- Hosting the North Carolina American Planning Association 2011 Conference

Accomplishing these and many other initiatives identified in the balanced scorecard will be extremely challenging. The need to collaborate with other departments and leverage scarce public resources is no longer a choice but a necessity. We are confident that we can make the organizational shift necessary to incorporate comprehensive citizen service into everything that we do.

Another challenge is planning policy and regulatory alignment. The *Centers, Corridors and Wedges Growth Framework* was updated and recently adopted by City Council. This guidance provided in this document, as well as in the *General Development Policies*, is applied to our area plans which support the vision that has been outlined for our community. The existing *Zoning Ordinance* is outdated in some instances and no longer reflects the community's vision. To date, incremental changes have been made, however, an assessment is needed to determine how best to approach a more comprehensive update. Such an update will require a tremendous amount of resources and technical expertise. Fortunately, we have been awarded additional contractual dollars to start this project.

Over the past several years, a variety of codes and regulations have been amended to address a variety of development issues in the community. Each change has shifted problem solving and decision making authority more to the staff level. Our challenge is to ensure that appropriate staff are trained and feel empowered to make individual decisions but also know when to confer and collaborate with other plan review and permitting agencies. This is needed to ensure accurate information is given to our customers but also to honor our commitment of providing efficient and effective development services.

The requested Planning Department budgets for FY2012 & FY2013 are \$5,133,032, and \$5,116,513 respectively. The FY12 budget request includes a \$13,500 change to current level for software upgrades and new licenses to maintain the current level of service for customers and enhance products and services we provide to both internal and external customers. There is no service level change included in the budget request.

If you have questions or need additional information, please contact Cheryl Neely at extension 62672 or me at 62671.

c Laura Harmon
 Phyllis Heath
 Garet Johnson
 Cheryl Neely
 Sandra Stewart



I. Executive Summary

A. Introduction

Established in 1954, by an Interlocal Cooperative Agreement between the City and County, the Charlotte-Mecklenburg Planning Department is a joint City-County agency providing planning services for the City of Charlotte and the unincorporated areas of Mecklenburg County. In 2003, the City and County amended the Interlocal Agreement to make the Charlotte-Mecklenburg Planning Department a City Department governed by the personnel, budgeting, work program and financial reporting requirements as all other City departments. Planning staff also works with a 14-member appointed Planning Commission.



The Planning Department currently has 61 staff positions that primarily focus on:

- *coordinating the zoning, zoning administration, historic district and subdivision review processes;*
- *guiding growth and enhancing design of the city and county;*
- *promoting and supporting economic development in a fiscally and environmentally sustainable manner;*
- *revitalizing and enhancing neighborhoods, business areas and corridors; and*
- *planning for the development of the Center City and other major activity centers.*

A summary of the agency’s budget and positions is as follows:

Resource Needs	FY2010 Actual Budget	FY2011 Revised Budget	FY2012 Requested Budget	FY2013 Requested Budget
Budget	\$4,752,383	\$5,032,698	\$5,133,032	\$5,116,513
Positions	63	63	61	61

B. Vision

The Charlotte-Mecklenburg Planning Department will be an innovative and effective public planning agency helping to create one of the most vibrant, well planned and livable urban communities in the country.

C. Mission Statement

We provide integrated planning services that promote sustainable growth to improve our community’s quality of life.

D. Needs and challenges

The Department's overall needs and challenges correlate with the Corporate emphasis on providing quality customer service both internally and externally. Major challenges anticipated by staff for the upcoming fiscal year include:

- Comprehensive **Citizen Service**
- Planning **Policy and Regulatory Alignment**
- **Efficient and Effective Implementation** of Development Services



— COMPREHENSIVE CITIZEN SERVICE —

The City-wide emphasis on Comprehensive Citizen Service that encourages departments to think and act collaboratively is consistent with the approach taken with most of our major planning initiatives. The area planning and rezoning processes are designed to engage a broad spectrum of both our internal partners like CDOT, CATS, Engineering, Neighborhood and Business Services, Utilities, Police, and County Departments as well as external partners like property owners, developers, and business and neighborhood organizations. Our challenge will be to enhance and broaden existing collaboration and incorporate collaboration not only into our formal processes but to begin to think of it as a way of doing business. The small scale initiatives, issues and customer service done on a routine basis should also be approached from a “one business” perspective. The cultural shift that needs to be made by the entire staff will take time but we think we are well underway to incorporating a comprehensive citizen service philosophy into everything we do.

— PLANNING POLICY AND REGULATORY ALIGNMENT —

City Council adopted the updated *Centers, Corridors and Wedges Growth Framework* in August 2010. Area plans apply the Centers, Corridors and Wedges policies, as well as the *General Development Policies*, to specific geographies. Implementation of these area plans depend largely on private sector development



built according to Charlotte's regulations. While some of our development regulations have recently been updated, the *Zoning Ordinance* in particular does not always facilitate the vision that has been outlined for our community. One of Planning's challenges is updating this ordinance so that it reflects desired community characteristics and recently adopted land use and urban design public policy. To date, incremental updates have been made, however, in the future a more comprehensive update is necessary. This will require a tremendous amount of resources and technical expertise that we don't have available in-house. Fortunately, we have been awarded additional contractual dollars this upcoming fiscal year to enable us to start working on this project. Additionally, Planning staff is working with Engineering and CDOT to assess all development related ordinances to ensure that, overall, the City's regulations are complementary and will achieve the desired development vision.



— EFFICIENT AND EFFECTIVE IMPLEMENTATION OF DEVELOPMENT SERVICES —

Over the past several years, a variety of codes and regulations have been amended to address various development issues in the community. These changes shifted problem solving and decision making authority to the staff level. The intent was to improve the review and permitting time. Many of the code changes, although done by several individual departments, overlap and work together on a site. This essentially means staff must be fully trained on a number of different ordinances. We continue to be challenged with making sure that appropriate staff are trained and feel empowered to make individual decisions. This is imperative to ensure the accurate dissemination of information to customers and to honor our commitment of providing efficient and effective development services.



Charlotte-Mecklenburg Planning Department

FY2012 - FY2013
**Organization
Chart**

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Planning Director

Leadership Team

- Assistant Directors
- Executive Assistant
- Program Managers

Business/Executive Services

- Budget
- Human Resources
- Training
- Employee Satisfaction
- Customer Service
- Council Agenda Coordination
- Planning Commission Support

Assistant Director
Development Services
(vacant/frozen)

Assistant Director
Long Range Planning Services

Assistant Director
Strategic Planning Services

Interim Management
by Assistant Director of
Strategic Planning Services

Interim Management
by Assistant Director of Long Range Planning Services

GIS Administration

GIS Administration

GIS Administration

- Subdivision Administration
- Zoning Services
- Zoning Administration
- Urban Design
- Historic District

- *Committee Support*
 - ~ Zoning
 - ~ ZBA
 - ~ HDC

- Area Planning
- MUMPO
- Research, Information & Technology
- Communications / Public Outreach

- *Committee Support*
 - ~ MPO
 - ~ Planning

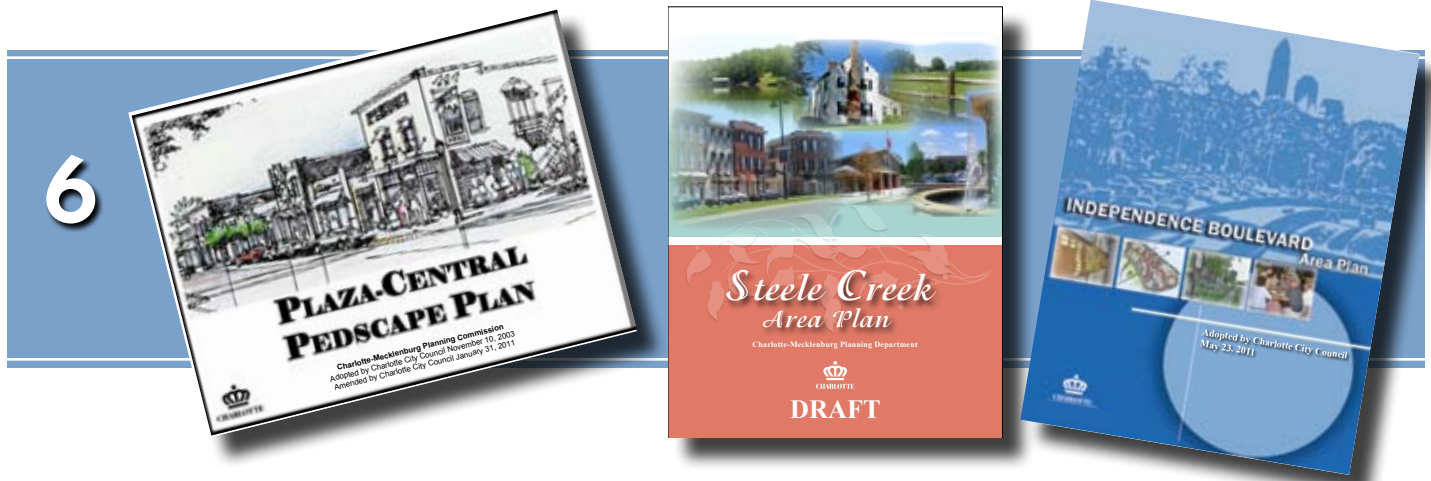
- Economic Development
- Transit Planning Services
- Capital Facilities
- Plan Implementation
- Council Focus Area & Priorities
- Developer Response

II. Strategy and Planning

A. Accomplishments

— STRENGTHEN NEIGHBORHOODS —

Completion of Area Plans: The *Independence Boulevard Area Plan* was adopted by Council in May of 2011. Review and adoption was complicated by several related initiatives – ordinance amendments to address transitional setback issues, an Urban Land Institute study, and a task force reviewing the North Carolina Department of Transportation road project. The area plan provides a new vision and outlines implementation actions intended to facilitate redevelopment of this important business corridor.



Staff also completed an amendment to the *Plaza-Central Pedscape Plan* that was adopted by City Council in January. This amendment is focused on facilitating development activity in this urban business district.

Final drafts of three area plans - *Steele Creek*, *Elizabeth* and *Center City* – were also completed during FY 2011. Each of these involved a tremendous amount of community involvement that was accomplished with the assistance of a multi-department/agency staff team.

Additionally, a developer response initiative was completed in March for the Providence/I-485 area.

A planning process is currently underway for the *Midtown Morehead Cherry Area Plan* and another will soon be launched for the *Park Road Area Plan*.

Urban Land Institute Rose Fellowship: The City of Charlotte was one of four cities selected for this yearlong program of professional development, leadership training, and assistance with a local land use challenge. Planning, along with CDOT and the City Manager's Office, participated in this special project which focused on the implementation of the *Independence Boulevard Area Plan*. The Planning Director served as a fellow on this initiative and staff provided administrative and technical support. The initiative has served to heighten the awareness of the key issues facing the Independence Corridor, brought together key implementation players, and jump started the work to begin revitalization.

Text Amendments: Staff continued to make incremental changes to the *Zoning* and *Subdivision Ordinances*. Many of these changes were made to address ordinance standards that are impeding development consistent with adopted City goals and policies. In FY11, staff drafted 23 text amendments to the *Zoning* and/or *Subdivision Ordinances*. The following 14 of these have been approved: Pet Services, Tree Reference, Historic Signs, Bicycle Parking, Urban Street Design Guidelines (Zoning Ordinance), Urban

Street Design Guidelines (Subdivision Ordinance), Urban Street Design Guidelines (Tree Ordinance), HVAC, Third Party Rezoning, Transitional Setback (Zoning Ordinance), Transitional Setback (Subdivision Ordinance), Non-Discrimination-Affordable Housing, Research, and Information Pillars. Four additional text amendments have been filed and are in the approval process: Fresh Produce, Heights in Residential Districts, Pedestrian Overlay District, and Single Room Occupancy. Drafts of five more text amendments have been completed but not yet filed: Residential Design Standards, Religious Institutions, Customary Home Occupations, Crematories, and Telecommunications and Data Storage Facilities/Satellite Dish Farms.



— PROVIDE TRANSPORTATION CHOICES —

Urban Street Design Guidelines: In December of 2010, the City amended its *Subdivision, Zoning and Tree Ordinances* to implement the Council adopted Urban Street Design Guidelines (USDG). The amended ordinances facilitate the development of complete streets by requiring improved connectivity, transportation choices, and streetscape design. This was a major undertaking that was co-led by the Charlotte Department of Transportation and Planning. What started out as an extremely contentious project, turned into one of the most successfully run public input processes the City has undertaken. The success was due mainly to the collaborative manner in which key staff from CDOT and Planning ran the process. They willingly listened to community concerns and adjusted staff recommendations when appropriate.

Transit Planning: The Department continued to support the efforts of the LYNX Northeast and North transit corridors. Staff worked with CATS and others to re-scope the Northeast Blue Line Extension project to identify capital cost reductions as well as operating and maintenance cost reductions. They also assisted in the review of the 65% preliminary engineering plans.

Staff has been coordinating with CATS and a consultant to complete the Land Use and Economic Development sections of the BLE New Starts Report that will be submitted to the Federal Transit Administration in August. Staff has also coordinated with CATS, a consultant, and staff from Huntersville, Cornelius, Davidson, and Mooresville to develop a corridor land use report to serve as policy documentation in the event that the Red Line becomes available for federal funding.

Work continued on the second phase of planning for the Streetcar. Planning staff participated in reviewing design plans for this project, with the environmental permitting and Notice to Proceed completed in June 2011.

— SAFEGUARD THE ENVIRONMENT —

General Development Policies – Environment: Implementation strategies to address three additional General Development Policies – Environment were initiated this year and worked continued on the strategies initiated in previous years.

Rezoning Petitions: 98.5% of rezoning decisions were consistent with adopted plans and/or staff recommendation (goal was 95%).



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Tree Canopy: Planning staff worked closely with the Engineering KBU to determine an appropriate tree canopy goal to recommend for City Council adoption. In particular, Planning provided data analysis and mapping services that were invaluable for helping Council understand the potential environmental impacts of future development. In June 2011, City Council adopted a tree canopy goal that will help to ensure that the City continues to maintain a healthy tree canopy.

— DEVELOP COLLABORATIVE SOLUTIONS —

Centers, Corridors and Wedges Growth Framework: City Council adopted the *Centers Corridors and Wedges Growth Framework* in August 2010. The framework is used as: 1) the basis for development of more detailed policies, plans and regulations; 2) to give broad guidance for infrastructure investment; and 3) as a tool to evaluate Charlotte’s success in addressing growth issues.

Land Development: Planning staff led or participated in various processes that resulted in the review and approval of several hundred rezoning, subdivision plans, zoning board of adjustment cases, historic district projects, administrative amendments and urban zoning reviews. While this number is less than in some past years, it remains a significant and critical element of the department’s work.

Council Redistricting: Council districts were redrawn this year, in particular, to respond to changes identified with the information from the 2010 US Census. Staff assisted the City Attorney’s Office with this initiative by providing data, research and mapping services as well as administrative support.

— ENHANCE CUSTOMER SERVICE —

2010 Census Data Compilation: Data from the US Census was released at several points during FY 2011. With the Planning Department serving as the local repository for census information and the primary resource on all census questions and data needs for Charlotte and Mecklenburg County, 2011 was an especially busy year for our Research and Information staff. Efforts to make information available and easier to understand included quickly synthesizing and providing local data on our planning website; making data available in graphic formats (maps, tables, charts); and presenting data and information to other departments.



Plan Review: 100% of subdivision plans were reviewed within 20 working days (the goal was 90%).

Customer Satisfaction: The Department goal is to receive an overall rating of 4 in customer service (on a scale of 1-5). Although enhancing Operational Effectiveness and Customer Service was identified as a challenge in FY11, the current customer service rating is 5.

— OPTIMIZE BUSINESS PROCESS —

Zoning Board of Adjustment Cases: Eighty-four percent of the Zoning Board of Adjustment cases for variances and appeals were consistent with the Zoning Administrator's recommendation (the goal was 80%).

— EXPAND TAX BASE AND REVENUES —

Plan Implementation (Capital Projects): Although developing area plans to guide future growth and development is important, ensuring that those plans are implemented is equally as important. As part of the implementation process, staff worked on infrastructure improvements projects from several adopted area plans including: Beatties Ford Road, Commonwealth/Plaza Central, Providence/I-485, Thomasboro Hoskins, University City and Belmont. The Department received the American Planning Association (APA) County Planning Division and National Association of County Planners' (NACP) Award for Excellence in the Small Area/Special Area Planning Category for the Area Plan Implementation Program in April of 2011. The award recognizes the Program's efforts to inventory, analyze, track, and implement land use policy, capital improvement projects, and other recommendations originating from Council adopted Area Plans.

2011 Annexation: The annexation process this year was especially challenging for staff due to the uncertainty of numerous legislative initiatives. Planning staff provided information and worked with the Manager's and Attorney's offices throughout the legislative session to respond to questions and assess the impacts of various proposed bills. Ultimately, City Council approved annexation areas in November 2010 and the annexation became effective on June 30, 2011.

B. Links to Corporate Strategy

Activities in the Planning Department relate to all four of the City of Charlotte's Corporate Scorecard Objectives. The following describes some of the key linkages between the services and initiatives of the Department and the City's Corporate Objectives.



Customer service is at the top of our list of priorities. The KBU's goal is to exceed customer expectations whether in person, by telephone, e-mail or through written materials.

Collaboration with other KBUs, Mecklenburg County, the Towns, local non-profits, neighborhood groups, regional and state agencies, and others is critical to daily operations. This is increasingly important with the City's emphasis on Comprehensive Citizen Service and a One Business Philosophy.

The Department believes in being a good steward of public resources. Staff is continually seeking to provide the high quality planning services as efficiently and effectively as possible.

Complex planning issues make it vitally important for the Department to retain competent and highly skilled staff. To maintain the level of knowledge, expertise and creativity needed to respond to customer demands; constant development of staff talent is needed. The Department provides opportunities for staff to participate in training throughout the year, including attendance at local and national conferences focused on specific areas of expertise.

C. Strategic Initiatives

The table below identifies the most significant initiatives the Planning Department will undertake in FY2012/13 and how they align with the City's corporate objectives and/or focus areas.

	KBU Initiative	Corporate Strategy
Serve the Customer	<p>Promote quality growth and development by:</p> <ul style="list-style-type: none"> Developing Area Plans, including the Station Area Plans for the BLE Adopting the Center City 2020 Vision Plan Initiating an update of the <i>Zoning Ordinance</i> Drafting text amendments to the <i>Zoning Ordinance</i> to implement community's vision Working with other departments to align development regulations Updating the City's Affordable Housing Policies related to assisted housing at transit stations and incentive based inclusionary zoning 	<p>Corporate Objective: Strengthen Neighborhoods Provide Transportation Choices</p> <p>Focus Area: Economic Development Housing and Neighborhood Development Environment</p>
	<p>Prioritize, design, construct and maintain convenient and efficient transportation facilities by:</p> <ul style="list-style-type: none"> Completing LYNX BLE Final Environmental Impact Statement Advancing tasks associated with LYNX Red Line work plan Completing design and beginning construction of Streetcar Starter Project 	<p>Corporate Obj.: Provide Transportation Choices</p> <p>Focus Area: Transportation</p>
	<p>Support environmental sustainability by:</p> <ul style="list-style-type: none"> Developing a text amendment to increase access to fresh produce Developing a text amendment for eco-friendly industrial land uses Completing research on environmentally friendly energy efficient uses Reinforcing rezoning decisions consistent with adopted plans and adopted environmentally sensitive site design policies 	<p>Corporate Objective: Safeguard the Environment</p> <p>Focus Area: Environment</p>
Run the Business	<p>Focus on continuous improvement within the permitting and regulatory environment to facilitate job and tax base growth and to improve the customer experience by:</p> <ul style="list-style-type: none"> Working to eliminate system barriers, conflicts, and impediments in the application of regulations 	<p>Corporate Objective: Collaborative Solutions</p> <p>Focus Area: Economic Development</p>
	<p>Advocate business facilitation/business process improvements by:</p> <ul style="list-style-type: none"> Providing the option for electronic plan submittal for all regulatory processes Collaborating on the identification and use of a City-wide geospatial capital planning tool as part of the implementation of the <i>General Development Policies - Infrastructure</i> 	<p>Corporate Objective: Collaborative Solutions</p> <p>Focus Area: Economic Development</p>
	<p>Share the community vision by:</p> <ul style="list-style-type: none"> Presenting to various community and business organizations Ensuring that the basic concepts in the <i>Centers, Corridors and Wedges Growth Framework</i> are shared with various community groups 	<p>Corporate Objective: Collaborative Solutions</p>
	<p>Improve customer service levels by:</p> <ul style="list-style-type: none"> Communicating land use and transportation objectives as outlined in the Transportation Action Plan Developing a technology plan that aligns with the City-wide approach to technology 	<p>Corporate Objective: Enhance Customer Service</p> <p>Focus Area: Transportation</p>
	<p>Optimize Business Process by:</p> <ul style="list-style-type: none"> Implementing ACCELA fully in the rezoning process 	<p>Corporate Objective: Optimize Business Process</p>

III. Service Delivery

A. Service Delivery and Services

The Planning Department core service areas and their linkage to the Balanced Scorecard are listed below:

	Brief Description	Linkage to Balanced Scorecard
<div style="background-color: #4F81BD; color: white; padding: 10px; font-size: 24px; font-weight: bold; text-align: center;">12</div> <div style="background-color: #4F81BD; color: white; padding: 5px; font-weight: bold; writing-mode: vertical-rl; transform: rotate(180deg);">Development Services</div>	<p>The Development Service area is primarily responsible for administration of current planning services, including:</p> <ul style="list-style-type: none"> • Subdivision Administration • Zoning Services • Zoning Administration • Urban Design • Historic District • Committee Support <ul style="list-style-type: none"> ◦ Charlotte-Mecklenburg Planning Commission Zoning Committee ◦ Zoning Board of Adjustment ◦ Historic District Commission 	<p>Strengthen Neighborhoods Safeguard the Environment Develop Collaborative Solutions Promote Economic Opportunity Enhance Customer Service Optimize Business Processes</p>
<div style="background-color: #4F81BD; color: white; padding: 5px; font-weight: bold; writing-mode: vertical-rl; transform: rotate(180deg);">Core Service Area</div> <div style="background-color: #4F81BD; color: white; padding: 5px; font-weight: bold; writing-mode: vertical-rl; transform: rotate(180deg);">Long Range Planning Services</div>	<p>This area coordinates collaborative and comprehensive long range land use and transportation planning services which include:</p> <ul style="list-style-type: none"> • Land Use Planning • Mecklenburg-Union Metropolitan Planning Organization (MUMPO) • Research, Information and Technology • Communication/Public Outreach • Committee Support <ul style="list-style-type: none"> ◦ Charlotte-Mecklenburg Planning Commission Planning Committee ◦ MUMPO 	<p>Strengthen Neighborhoods Provide Transportation Choices Safeguard the Environment Develop Collaborative Solutions Promote Economic Opportunity Enhance Customer Service Optimize Business Processes Invest in Infrastructure</p>
<div style="background-color: #4F81BD; color: white; padding: 5px; font-weight: bold; writing-mode: vertical-rl; transform: rotate(180deg);">Strategic Planning Services</div>	<p>Strategic Planning Services is responsible for Economic Development planning efforts in targeted areas including distressed business corridors and transit corridors. Support is also provided to City and County budget offices and in the development of Capital budgets. Responsibilities include:</p> <ul style="list-style-type: none"> • Economic Development • Transit Planning Services • Capital Facilities • Plan Implementation • Annexation • Developer Response 	<p>Strengthen Neighborhoods Provide Transportation Choices Promote Economic Opportunity Expand Tax Base and Revenues Invest in Infrastructure</p>

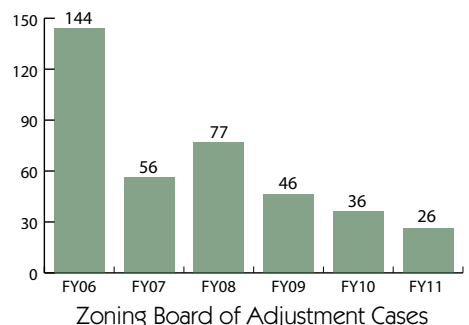
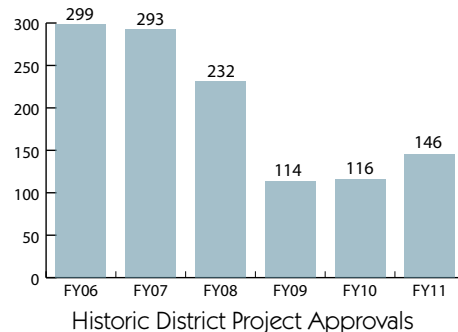
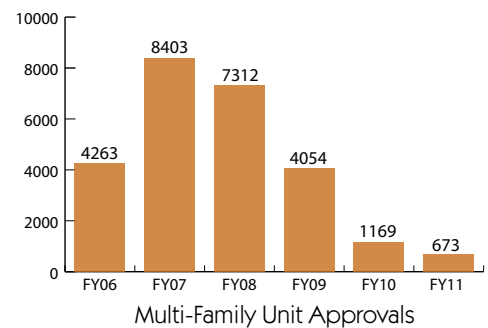
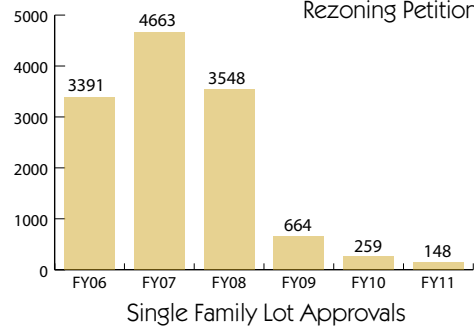
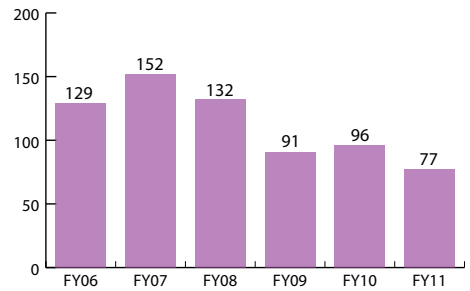
B. Service History and Trends The Planning Department tracks the service history of our regulatory functions. These trends consistently reflect national trends over the past several years in terms of development activity.

Although the charts illustrate that overall activity is down, they do not tell the whole story. For example, level of effort is greater for staff in terms of the amount of staff time spent on rezoning petitions. Gone are the days of petitioners automatically hiring experienced agents to help them through the rezoning process. The typical rezoning petition today consists of three to four acres, and the petitioner has never been or hasn't recently been through the rezoning process. Consequently, many of these petitioners aren't familiar with the process. This has resulted in a tremendous amount of staff time and resources being devoted to the petitioner and their rezoning proposal. Staff is functioning as an in-house consultant for a lot of these cases. In contrast, the subdivision activity is generally previous owners coming in to redo old plans. Since the market has changed, a lot of approved plans no longer fit market demands or needs. Subdivision staff spends significant time talking to property owners anticipating subdivision submittals but in many cases new subdivision plans are never submitted.

In FY11 there were 77 rezoning petitions, a decrease from the same time period last year (see chart). Similarly, development activity for single family lot and multi-family unit approvals trended downward. Single family lot approvals (148) declined from the 259 lots which were approved in FY10. The 673 multi-family units are less than the 1,169 units approved in the previous fiscal year.

Historic District project approvals for FY11 (146) increased slightly when compared to the FY10 approvals (116), as illustrated in the chart.

The decrease in the number of Zoning Board of Administration (ZBA) cases, from 36 in FY10 to 26 cases in FY11, reflects a key accomplishment. Planning strives to decrease the number of cases for ZBA review. Our goal is to problem solve at the staff level to prevent the customer from having to go through the expense and time to go to the ZBA. Of course, some things cannot be addressed at the staff level.



IV. Balanced Scorecard & Performance Measures

See Clarity.

V. Resource Allocation Summary

A. Service level Change (SLC) and Change to Current Level (CCL)

There is not a request for a Service Level Change. The recommended Current Level Change is \$13,500.

B. Technology Requests

\$0

Base Budget:

The Charlotte-Mecklenburg Planning Department requests a total budget allocation of \$5,133,032 for FY2012.

Revenues:

Total revenues for Fiscal Year 2012 are estimated at \$260,400.

Departmental Charges:

The Planning Department receives financial support from four other KBUs. This support is tracked, monitored and charged via departmental charges.

- Three positions in Planning are funded by CATS with a charge back of \$219,360 in FY2012.
- CDOT provides Planning \$100,000 through reimbursement from the Federal UPWP funds for MUMPO activities.
- Neighborhood and Business Services and Engineering and Property Management contribute \$121,642 to Planning for zoning administration services.

Additionally, charges are made to the CIP for \$30,943 for a gap in CATS funding and a charge of \$166,745 for a gap in User Fee Revenue.

Service Level Change and Change to Current Level:

There is not a request for a Service Level Change for FY2012. The \$13,500 change to Current Level is for software upgrades and training to be used for enhancing graphic production, design scenarios and document layouts. Additionally, upgraded software will enable staff to use smart boards in our conference rooms to take notes and save corrections directly to site plans and maps.

C. KBU Overview Page for Recommended Budget

SUMMARY

The Planning Department is a joint City-County agency which provides planning services for the City of Charlotte and the unincorporated areas of Mecklenburg County. Staff works with a 14-member appointed Planning Commission. The Planning Department has 61 staff positions which focus on:

- *coordinating the zoning, zoning administration, historic district and subdivision review processes;*
- *guiding growth and enhancing design of the city and county;*
- *promoting and supporting economic development in a fiscally and environmentally sustainable manner;*
- *revitalizing and enhancing neighborhoods, business areas and corridors; and*
- *planning for the development of the Center City and other major activity centers.*

VITAL STATISTICS (FY11)

- Reviewed 77 rezoning petitions
- Heard 26 ZBA cases
- Approved 146 HDC projects
- Approved 148 single family lots
- Approved 673 multi-family units

SERVICE DELIVERY CHALLENGES

Comprehensive Citizen Service The City-wide emphasis on Comprehensive Citizen Service is consistent with our major planning initiatives which engage both our internal and external partners. Our challenge will be to enhance and broaden existing collaboration and to begin to think of it as a way of doing business. The small scale initiatives, issues and customer service done on a routine basis should also be approached from a “one business” perspective. The cultural shift that needs to be made by the entire staff will take time but we are well underway to incorporating a comprehensive citizen service philosophy into everything they do.

Planning Policy and Regulatory Alignment Implementation of area plans depend largely on private sector development built according to Charlotte’s regulations. The current *Zoning Ordinance* does not always facilitate the outlined vision for our community. Our challenge is to update this ordinance to reflect desired community characteristics and recently adopted land use and urban design public policy. Fortunately, contractual dollars awarded this upcoming fiscal year will enable us to start this project. Additionally, Planning staff is working with Engineering and CDOT to assess all development related ordinances to ensure that, overall, the City’s regulations are complementary and will achieve the desired development vision.

Efficient and Effective Implementation of Development Services Over the past several years, a variety of codes and regulations have been amended. Many of the code changes, although administered by several individual departments, overlap on a site. This means staff must be fully trained on a number of different ordinances. We are challenged to train and empower appropriate staff to make individual decisions. This will ensure the accurate dissemination of information to customers and honor our commitment of providing efficient and effective development services.

	FY2010 Actual Budget	FY2011 Revised Budget	FY2012 Requested Budget	FY2013 Requested Budget
Budget	\$4,752,383	\$5,032,698	\$5,133,032	\$5,116,513
Positions	63	63	61	61

ACCOMPLISHMENTS

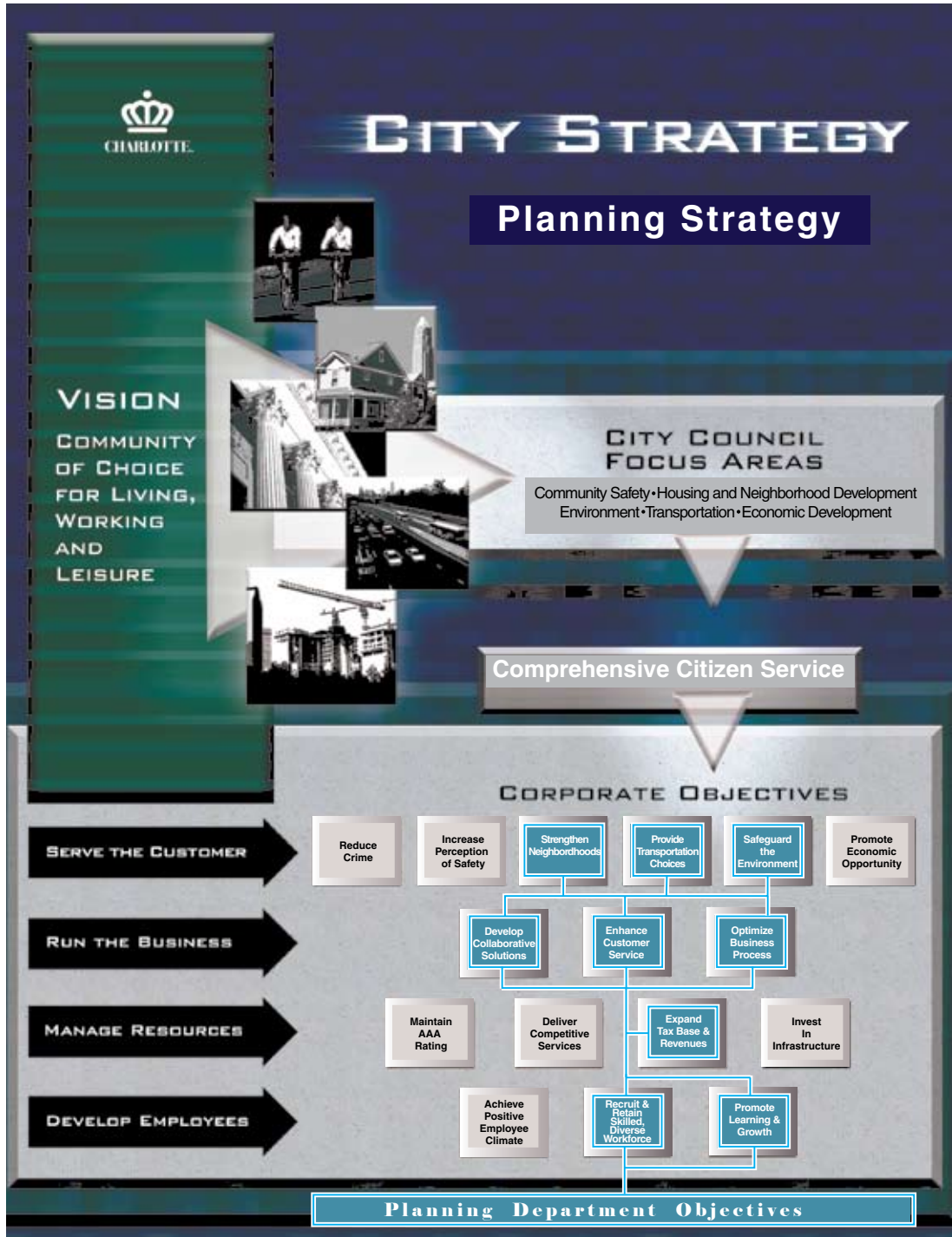
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- Text amendments - 14 adopted, 5 filed and 4 drafted. These included text amendments to the *Zoning, Subdivision, and Tree Ordinances* to implement the USDG
- Exceeded the 95% target of rezoning decisions consistent with adopted plans and/or staff recommendation
- 84% of the ZBA cases were consistent with the Zoning Administrator’s recommendation
- Won first place in the Business Intelligence Community (BIC) Olympiad competition
- Received an American Planning Association’s Award for Excellence for the Area Plan Implementation Program
- Served as local repository for US Census information
- Completed the 2011 Annexation process



VI. Appendices

A. KBU Link to Corporate Scorecard

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B. Service Level Change and Change to Current Level Summary

There is not a request for a Service Level Change. However, the recommended Current Level Change is \$13,500.

C. Service Level Change Pages from Budget System

There is not a request for a Service Level Change.



D. Departmental Revenue Summary

Planning Department

Regulatory Fees	FY12 Estimated Revenue	FY13 Estimated Revenue
Rezoning:		
Rezoning (Single Family - by Right)	\$800	\$800
Rezoning (Single Family - Conditional)	\$2,100	\$2,100
Rezoning (Multi-Family- By Right)	\$1,200	\$1,200
Rezoning (Multi-Family- Conditional)	\$9,000	\$10,000
Rezoning (Other- By Right)	\$17,000	\$19,000
Rezoning (Other-Conditional)	\$92,000	\$95,000
Text Amendment	\$2,000	\$2,000
Administrative Site Plan Approval	\$4,000	\$4,000
Sign Flex Option	\$1,500	\$1,500
Subdivision Review:		
Single Family (Streets)	\$9,000	\$10,000
Non-Residential	\$5,000	\$5,000
Plan Revisions	\$15,000	\$15,000
Variances & Appeals	\$2,300	\$2,300
Plats, Regular	\$17,000	\$17,000
Plats, Revisions	\$15,000	\$15,000
Plats, Condo	\$7,000	\$7,000
Planned Multi-Family Review	\$12,000	\$15,000
Urban Plan Review:		
Urban Plan Review:	\$25,000	\$28,000
Zoning Administration:		
Appeals (Residential)	\$800	\$500
Appeals (Non-Residential)	\$1,500	\$1,500
Variance (Residential)	\$4,200	\$4,200
Variance (Non-Residential)	\$12,000	\$12,000
Admin. Variance - Residential	\$1,000	\$1,000
Admin. Variance - Non-Residential	\$1,000	\$1,000
TOTAL	\$260,400	\$270,100

E. KBU Overview Page for Recommended Budget

SUMMARY

The Planning Department is a joint City-County agency which provides planning services for the City of Charlotte and the unincorporated areas of Mecklenburg County. Staff works with a 14-member appointed Planning Commission. The Planning Department has 61 staff positions which focus on:

- *coordinating the zoning, zoning administration, historic district and subdivision review processes;*
- *guiding growth and enhancing design of the city and county;*
- *promoting and supporting economic development in a fiscally and environmentally sustainable manner;*
- *revitalizing and enhancing neighborhoods, business areas and corridors; and*
- *planning for the development of the Center City and other major activity centers.*

VITAL STATISTICS (FY11)

- Reviewed 77 rezoning petitions
- Heard 26 ZBA cases
- Approved 146 HDC projects
- Approved 148 single family lots
- Approved 673 multi-family units

SERVICE DELIVERY CHALLENGES

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