

APPENDIX Q - EXAMPLES OF INFILL DEVELOPMENT INCENTIVES AND PROJECTS

Incentives are inducements often provided by City government to encourage development within older urban or infill areas such as Brookside. The following are examples of infill development incentives suggested for Tulsa, incentives tools used in other U.S. cities, and infill projects which used some type of incentive to facilitate development or redevelopment.

EXAMPLES OF SUGGESTED INFILL INCENTIVES FOR TULSA DERIVED FROM TULSA INFILL DEVELOPMENT TASK FORCE, BROOKSIDE TASK FORCE AND BROOKSIDE INFILL NEIGHBORHOOD DETAILED IMPLEMENTATION PLAN STUDY

- ***Develop faster permit processing and approvals.*** Assign an “Infill Development Facilitator” or ombudsman to areas designated as Special Districts in the Tulsa Comprehensive Plan. Examples of Special Districts include the Northern Brookside Business District and Southern Brookside Business District. The Facilitator would will serve as an initial point of contact for projects within Special Districts and/or infill areas, and assist in processing reviews, permitting and approvals of infill projects in these areas. The Facilitator would be responsible for bringing together special development and building permit review teams whose work would insure an enhanced process in terms of the time required for review and approval and decision making on important issues. Permit reviews, inspections and other development decisions should be made a priority within these special areas and be guaranteed faster response times than normal. The enhanced process could include such processes as: building permit, building inspection, construction inspection, certificate of occupancy, zoning, platting, Board of Adjustment, privately funded public improvements (pfpi), right-of-way access and other regulatory matters affecting development and construction. The Facilitators role would be to insure “speedy and priority treatment” and facilitate communication and understanding of project plans, elements and potential impacts on the surrounding area.
- ***Develop and adopt changes to a Existing Building Codes for the City of Tulsa.*** These building codes should allow and facilitate the development and redevelopment of the building stock in older parts of Tulsa and encourage within these urban areas the mixed use of buildings, including the use of second and third floors as commercial, office or residential space. The City is on target to adopt a new existing building code in November 2001. The purpose is to make the repair, remodeling, reconstruction and adaptive reuse of existing buildings within Brookside and other areas of the City easier and more predictable for the development, construction, architectural and design community. The new existing building code will in effect help facilitate the conversion of existing buildings to mixed use, including commercial, office and/or residential space.

- **Expand the City's Fire Suppression Grant Program into areas such as Brookside.** Presently the City offers a fire suppression grant program to property owners within the three existing tax increment districts who wish to install fire suppression systems in their new or refurbished buildings. The grant pays half the costs, or up to \$8,000, for the installation of fire suppression vaults, the assembly within the vault, the water tap at the main and other components which area necessary to provide appropriate water service for the fire suppression system. The piping on the customer's side of the vault is not included. This program should be expanded to include areas that are designated as Special Districts within the Comprehensive Plan for the Tulsa Metropolitan Area or within special Infill Areas.
- **Develop a reduced fee schedule for City regulatory permits and processes applicable within Special Districts and infill areas such as Brookside.** Develop a reduced fee schedule for development, building, construction and other permits, zoning and board of adjustment applications and other City regulatory processes that is lower in Special Districts and/or Infill Areas than is applicable in other parts of the City. The lower fee schedules, coupled with enhanced review and approval processes, provide an economic incentive to developers and builders for constructing projects within the Special Districts and Infill Areas of the City.
- **Concentrate available City financial resources to fund public improvements within the Brookside area.** Needed public infrastructure projects such as street improvements, storm water drainage, replacement water lines and other capital improvements should continue to be proposed for funding in upcoming 3rd penny sales tax extensions, bond issues, and the City's Capital Improvement Program (CIP). The infrastructure needs within Special Districts or in special infill study areas should be given top priority in the City's CIP and in future proposed public funding packages. Public funds and improvement efforts should be focused on these important urban areas to provide highly visible improvements and development to serve as catalysts for additional redevelopment efforts in core urban areas.
- **Utilize available economic development tools within the Brookside, Special Districts and other Infill Areas.** Use where appropriate available economic tools to foster redevelopment in these special areas. These economic tools include: tax increment financing, tax incentive districts, improvement districts, special economic development funds (such as the 1985 Sales Tax Economic Development Fund), community development block grant, historic tax credits and other techniques. Their purpose is to assist in funding public and private improvements within the Brookside area. Utilize these economic development tools in determining how to address identified needs within the Brookside neighborhood or in structuring innovative public/private partnerships in conjunction with private redevelopment efforts within the Brookside special infill area. These tools may assist in making a private redevelopment effort become financially feasible where

without these tools the proposed project would remain financially infeasible. The tools may also assist in funding needed public improvements within the area (public parking, streetscaping, buffers, entries, and public art) when other public funding sources are not readily available.

- **Utilize the resources and abilities of City Authorities/Commissions to help achieve the Brookside vision and goals.** Utilize the resources and abilities of the various City Authorities/Commissions in accomplishing various projects within the Brookside area. An example might include involving the Tulsa Parking Authority in planning, designing, financing, and constructing public parking facilities within the Brookside business areas if determined necessary and appropriate. Another example might involve the Tulsa Preservation Commission in neighborhood issues involving preservation or the use of historic tax credits. Perhaps another example might be the task of the Tulsa Development Authority acquiring specific blighted sites for infill development or redevelopment. City authorities and commissions determine that addressing the special needs of older urban areas of Tulsa is a major priority. Special assistance will be given to assisting development and redevelopment efforts to modern standards while preserving, maintaining and enhancing the unique characteristics that make such areas special and attractive.

EXAMPLES OF INFILL DEVELOPMENT INCENTIVES IN U.S. CITIES

The following are examples of infill development incentives that have been discussed and/or have been tried in cities in the United States. Each represents an expressed desire or an actual attempt to encourage and facilitate quality development in older parts of these cities. Such techniques might be suitable for consideration in our community, or these techniques may stimulate other practical, innovative ideas. The examples are as follows:

- **GENERAL REFERENCE TO INCENTIVES - Greene County Hopes to Lead the Way in Conservation Development -** Greene County, Maryland offers *incentives* to developers that build cluster housing on smaller lots while providing in some instances conservation easements designed to improve views of local residents and leaving tracts of land undeveloped for open space. (Source: ULI web site, 06/01/2001).
- **PROPERTY TAX INCENTIVES, FASTER PERMIT APPROVALS AND PRIVATE-PUBLIC PARTNERSHIPS - Towns Using Law to Ease Redevelopment** – A number of South New Jersey towns are taking advantage of a 1992 Local Redevelopment and Housing Act to encourage more redevelopment and private investment activity by offering *property tax incentives, faster permit approvals, and public-private partnerships*. (Source: ULI web site, 06/01/2001).

- **FINANCIAL INCENTIVE - Rebuilding East Bradenton; Federal Redevelopment Plan Should Spur City** – *A federal grant is being used to raise and rebuild a federally subsidized apartment building in a blighted area of Bradenton, Florida. Local officials are hoping to create a special taxing district in the area to generate additional new revenue the city could offer as incentives for developers and homeowners interested in rebuilding in the area. (Source: ULI web site, 06/01/2001).*
- **HOUSING BONUSES, TRANSFERABLE DEVELOPMENT RIGHTS AND FEE WAIVERS - The Changing Landscape of a Growing Eastside City** – *The City of Redmond, Washington is encouraging more residential development in its downtown area. Trammell Crow Co. and Intracorp Real Estate LLC are preparing mixed-use projects to capitalize on recent job growth. The city is establishing housing initiatives and providing incentives for developers. Incentives may include housing bonuses, expansion of transferable development rights, and certain (impact) fee waivers. Some neighborhoods have also been rezoned to accommodate residential development. (Source: ULI web site, 06/01/2001).*
- **PERMIT CLUSTERING OF HOMES - Density, Traffic, Open Space Lead “Smart Growth” Issues** – *The U.S. Department of Agriculture has found that stopping suburban growth is not seen as possible. Strategies are being proposed to mitigate problems and foster solutions. Lobbying efforts for smart growth have centered on housing density, improved transportation and preservation of open space. One strategy being suggested includes clustering homes in a more compact segment of land and preserving the balance as open space. The higher densities make stores and transit stops more likely. Residents and public officials often fear more congestion, reduced property values, and ushering in of low-income residents. (Source: ULI web site, 06/01/2001).*
- **GENERAL REFERENCE TO INCENTIVES - Helping Cities Grow Smartly** – *Continued sprawl is in part due to a strong economy. Smart growth debate centers on reducing air pollution and traffic congestion, protecting open space, and preserving quality of life in fast-growing metropolitan areas. Must also find an approach that does not trample on the rights of property owners. Portland, Oregon is a model of growth control that has also seen its efforts boost the cost of homes. Realtors have taken the stance to not completely stop growth nor to disallow growth restrictions but rather to offer incentives for developers that keep community concerns in mind when planning and building new projects. (Source: ULI web site, 06/01/2001).*
- **GOVERNMENT GRANTS, TAX RELIEF AND REDUCED PARKING REQUIREMENTS - Lawmakers Form Smart Growth Caucus to Try to Limit Urban Sprawl** - *California state legislation has been proposed that would require (among other measures) the state to offer government grants, tax relief and other incentives to convert old commercial buildings into new*

housing; special tax credit for people donating land to be used as open space; and require local governments to permit denser development projects with less parking if located closer (e.g. - 1/8th mile) of transit facilities. (Source: ULI web site, 06/01/2001).

- **TAX BREAKS AND REGULATORY RELIEF - U.S. House Backs Incentives** – *Tax breaks and other incentives will be offered for 10 years to encourage investments and new housing projects in neighborhoods designated as 40 renewal zones. Developers and /or businesses may take advantage of regulatory relief, environmental assistance, home ownership incentives, and tax breaks in these areas. (Source: ULI web site, 06/01/2001).*
- **FINANCIAL INCENTIVES - Austin Gives Breaks to Protect Its Hills** – *Austin is to offer the Vignette Corp. nearly \$25 million in incentives to draw the company deeper into town. (Source: ULI web site, 06/01/2001).*
- **TAX INCENTIVES - Searching for Space, Cities Go Vertical** – *The world’s tallest skyscraper has been proposed on 65 acres on once polluted downtown property. The City of Dallas offers tax incentives for homeowners to migrate downtown and financing to companies to come in and revamp older properties, and has set a side public areas for beautification. (Source: ULI web site, 06/01/2001).*
- **SPECIAL REGULATIONS - Brookside Neighborhood, Kansas City, Missouri** – *Kansas City Council voted to approval of two ordinances that are intended to protect the Brookside neighborhood from large-scale, suburban style chain store development, and to protect and maintain small-scale, neighborhood serving businesses and pedestrian nature. One ordinance creates the Brookside Business District as a special zoning district with its own rules and requirements. The district encompasses a mix of residential, office and commercial uses. The second ordinance restricts retail uses to an area of 10,000 square feet except for grocery stores which may be 25,000 square feet. Auto-dependent businesses serving a larger geographical area are specified as inappropriate for the district. (Source: “New Rules: Retail: Size Caps: Brookside”, News & Bulletins; uli@newrules.org, May 2001).*
- **TAX RELIEF, DENSITY BONUSES, REGULATORY RELIEF AND INFRASTRUCTURE IMPROVEMENTS - Truly Smart Growth** – *ULI chairman says that for American cities to enjoy lasting smart growth success, “affordable housing” must be included along with terms such as “pedestrian-oriented”, “mixed use”, and “transportation options”. Do not “out price” existing residents. ULI defines smart growth as “environmentally sensitive, economically sound development that supports community livability and permanence”. Others stated that smart growth includes incentives to promote investment, lowering*

regulatory barriers, and using public funds to improve infrastructure. It is important that as area gentrification occurs that *existing housing residents and local small business owners are not driven out.* Create a “sense of community”. Link all aspects of neighborhood and community so that they all have a fair share of the benefits. Retaining existing residents of a neighborhood can provide for an integrated social network, purchasing power to sustain retail development, and a concentrated work force. *Incentives* that help spur development include: *affordable housing, local tax relief, density increases for affordable housing, and inclusive zoning law* that allows for a wide range of uses. (Source: ULI web site, 06/01/2001).

- **FINANCIAL INCENTIVES AND TAX INCENTIVES - Pittsburgh Cultural District, Pittsburgh, PA** – The Pittsburgh Cultural Trust is a nonprofit trust created by the combined leadership of civic, corporate and municipal efforts. The Trust began renovating, supported by local philanthropists, several old theaters. Over 50 buildings were declared landmarks and a facade improvement program was started. This program provided *low-cost loans and tax credits to building owners for improvements.* The Trust and the city commissioned a comprehensive master plan for the District. In the past 10 years plan goals that have been met include additional performance spaces, galleries, a new river front park, public art projects, and new shops and restaurants. District projects to-date have generated \$65 million in public investment, \$112 million in philanthropic support, and \$650 million in private investment. (Source: “Reinvigorating Cities: Smart Growth and Choices for Change”, April 19, 2000, National Building Museum).

- **TAX CREDITS, REGULATORY RELIEF AND TAX INCENTIVES - Lower Downtown (LoDo), Denver, Colorado** – Denver’s warehouse center in the late 19th and 20th century is the heart of a trendy, walkable neighborhood of loft apartments, galleries, and restaurants. Many LoDo buildings which were intended to be saved were actually torn down in the 1970’s after property was rezoned from industrial to mixed use. Rezoning was intended to encourage reinvestment. Renewed efforts for change and cooperation across interests led to the rebirth of LoDo in the 1980s and 1990s. The 1986 Downtown Plan, the 1987 Urban Design Plan for Lower Downtown, and the 1991 Lower Downtown Streetscape Design Guidelines clarified a vision for the area as a walkable, mixed-use residential neighborhood. Additional changes to the zoning code and the creation of the Lower Downtown Historic District in 1988 enforced the vision. Building façade improvements and building code upgrades were supported by *a loan program* funded by the city, local businesses, preservation organizations, and the National Trust for Historic Preservation. *State and federal tax credits* also encouraged conversion of historic properties into lofts.

- **TAX ABATEMENT - Proposal Could Firm Schedule for Abatements** – Cleveland mayor has proposed legislation that would grant a 15 year, 75 percent *property tax abatement* on construction of all apartment buildings in downtown Cleveland. (Source: ULI web site, 06/01/2001).
- **REGULATORY RELIEF - Award-Winning Zoning Program Trades Building Height for Amenities, Housing** – Portland, Oregon *adopts zoning* that lets developers construct taller office buildings if project adds certain amenities or includes housing projects near public transportation. Adopted for a specific area of Portland. (Source: "Community Development Digest", January 6, 2001).
- **SPEEDIER PERMITTING, TAX INCENTIVES AND LAND SUBSIDIES - Smart Growth Model Based on Market Demand** – A smart growth model developed by Common Wealth Partners is based on 20 years of research on sprawl and its solutions. There are some barriers to smart growth (including infill development) in urban areas--such as legislation and a lack of incentives for developers. To solve this, it is recommended that local governments must provide incentives such as *land subsidies, speedier permit approvals, and tax rebates*. (Source: ULI web site, 06/01/2001).
- **GENERAL REFERENCE TO INCENTIVES AND PUBLIC-PRIVATE PARTNERSHIPS - Sustaining Local Communities** - The National Association of Homebuilders (NAHB) and the National Association of Counties (NACo) have agreed to work together to create sustainable local communities throughout the country. Both groups say they have embraced "smart growth" models and are looking to educate and inform their members, legislators, and the public about the importance of reforms that encourage productive land use and comprehensive planning. Each also agrees that creating a strong public-private partnership at the local level will best address sprawl-related problems like traffic congestion, crowded schools, and the loss of open space. *"NACo and NAHB strongly believe affordable housing and smart growth issues require immediate action with locally derived solutions,"* said NACo President Jane Hague. "We will be working together to assure that quality housing for all Americans is an integral component of community planning." (Source: ULI web site, 06/01/2001).

EXAMPLES OF INFILL DEVELOPMENT INCENTIVES IN U.S. CITIES											
COMMUNITY, AGENCY OR ORGANIZATION NAME	STRATEGY OR TECHNIQUE SUGGESTED &/OR USED										
	Non-specific Incentives	Tax Incentives or Abatements	Faster Permit Approvals	Public-Private Partnership	Special Tax District	Housing or Density Bonuses	Transferable Development Rights	Fee Waivers	Regulatory Relief/Special	Homeownership Incentives	Financial Incentives (Grants &/or Loans)
Austin, Texas											
Bradenton, Florida											
Cleveland, Ohio											
Dallas, Texas											
Denver, Colorado											
Green County, Maryland											
Kansas City, Missouri											
Pittsburgh, Pennsylvania											
Portland, Oregon											
Redmond, Washington											
South New Jersey towns											
U.S. Department of Agriculture											
U.S. House of Representatives											
State of California Legislature											
Common Wealth Partners											
National Association of Homebuilders											
Urban Land Institute											

EXAMPLES OF INFILL/SMART GROWTH DEVELOPMENT PROJECTS IN U.S. CITIES

The following are examples of infill development or smart growth projects that have been reported in various locals throughout the United States.

- ❑ **Neal & Loia Loft-Style Multifamily Project, Atlanta Georgia** – A new, ground-up loft-style project built in the style of a reused factory structure. Market was determined as under-fed and the key ingredients identified of what consumers like about loft living. These elements included high ceilings, exposed utilities, an open floor plan, numerous windows, and lots of light. (Source: ULI web site, 06/01/2001).
- ❑ **Seventh and Collins Parking Garage, Miami Beach, Florida** – A public/private mixed use development featuring unique architectural details, a six-level garage, and street-level retail space has been built in the historic “art deco” South Beach neighborhood of Miami Beach. Project features high-end, street-level retail space, design incorporating native vegetation, preservation of historic facades, and a public/private partnership. (Source: ULI web site, 06/01/2001).
- ❑ **Bass Lofts, Atlanta Georgia** – A 1920s-era high school and gymnasium was converted to 103 loft apartments and the development of 30 new units. Many of the school’s original features were retained in order to *obtain state historic preservation tax credits* and to offer unconventional living spaces to young, affluent professionals. Project features historic preservation tax credits, high-tech features. Gated parking, security elements, and new and historic units. (Source: ULI web site, 06/01/2001).
- ❑ **The Cotton Mill, New Orleans, Louisiana** – Rehabilitation and conversion of a historic 323,000 s.f. cotton mill into 287 apartment and condominium units. 25,000 s.f. interior courtyard was preserved at the interior of 6 large multi-story structures that ringed a city block. Project features include historic preservation, adaptive reuse of key design elements and materials, on-site artwork, and redevelopment. (Source: ULI web site, 06/01/2001).
- ❑ **Peninsula Regent, San Mateo, California** – A 207-unit luxury high-rise continuing care retirement community was built on a two-acre site at the edge of downtown San Mateo. Project design included luxury environment and services of a first-class hotel while offering a comprehensive health care program that includes a wellness program, drop-in clinic, and services of an on-site medical director. Project features include one or two bedroom, customized residential units, on-site assisted living wing, landscaped recreational areas, gated and fenced facility, and equity preservation. (Source: ULI web site, 06/01/2001).
- ❑ **DePaul Center, Chicago, Illinois** - A historic department store in downtown Chicago was rehabilitated and converted to multiple use facility including: retail, office, and educational complex. Development considerations include its institutional-municipal partnership, rehabilitated urban landmark, and a innovative financial endeavor. Project features include: adaptive

use and restoration of historic building, “correction” of architectural inconsistencies of original building, provision of two public spaces, innovative financial arrangement and “land-banking” space for expansion, consolidating vicinity as an urban campus.

‘ **60-Unit Detroit Housing Project** - New 60-unit infill housing project in Detroit. Homes built in groups of 11. Lease-to-own program for low to moderate income families. Federal tax credit program assisted project.

‘ **Victoria Townhomes, Seattle, Washington** - A turn-of-the-century apartment building was slated for rehabilitation and conversion to condominiums. Additional parking spaces (60) were constructed in a two-level partially underground structure. 10 new ground-related townhomes were constructed. Designed with input from neighborhood. Variances from zoning granted in setbacks, density, landscaping and bulk area requirements. New design review process initiated.

‘ **Portners Landing, Alexandria, Virginia** - Redevelopment of an old Civil War -era brewery into 20 townhome condominium units with underground parking and 38 apartment flats within a new 4-story condominium building adjacent the brewery with parking under the building. Twenty 20'-wide 4-story townhomes are built on the remainder of the site in a style reminiscent of the area's architectural legacy. Uses existing urban patterns, textures and details.

‘ **The Grand Treviso Apartments, Los Colinas, Texas** - A new mixed use project includes a 5-story parking structure with a pool complex and garden terrace on the roof of the parking structure. A 17-story, 247 unit structure will incorporate 12 residential floors above the garage.. The parking structure is wrapped by a 4-story mid-rise structure which have parking on the same level. Individual utilities metering, washer and dryer connections, concierge service, fitness center and a clothes care facility are available onsite. The project has commercial bank financing.

EXAMPLES OF INFILL/SMART GROWTH DEVELOPMENT PROJECTS IN U.S. CITIES																			
PROJECT NAME & LOCATION	High Ceilings	Exposed Utilities	Open Floor Plan	Numerous Windows	Lots of Light	Street-Level Retail Space	Vegetation-Landscaping	Preserve Architectural-Historic Features	Public-Private Partnership	Tax Credits	Modern &/or High Tech Features	Structures &/or Gated Parking	Security Elements	New Construction	Existing Structure Reuse-Construction	Onsite Artwork	Comprehensive Health Care Program & Facilities	Assisted Living Wing	Equity Preservation
Neal & Loia Multi-Family Residential - "Factory Style"; Atlanta GA																			
Seventh & Collins Parking Garage; Miami Beach, FL																			
Bass Lofts (Residential); Atlanta GA																			
60-Unit Detroit Housing; Detroit, MI																			
Victoria Townhomes (Residential); Seattle, WA																			
Portners Landing (Res.); Alexandria, VA																			
The Grand Treviso Apartments; Los Colinas, TX																			
The Cotton Mill (Residential); New Orleans, LA																			
Peninsula Regent (Residential); San Mateo, CA																			

SOURCE: Planning and Economic Development Division, Urban Development Department, City of Tulsa, June 21, 2001.