

Yukon Economic Development Authority Agenda

Centennial Building - 12 South 5th Street

September 17, 2015 – 4:00 p.m.

The City of Yukon strives to accommodate the needs of all citizens, including those who may be disabled. If you would like to attend this Council meeting but find it difficult to do so because of a disability or architectural barrier, please contact City Hall at 354-1895. We will make a sincere attempt to resolve the problem. If you require a sign-language interpreter at the meeting, please notify City Hall, 500 West Main, by noon, September 16, 2015.

Call to Order: Ray Wright, Chairman

Roll Call: Ray Wright, Chairman
John Nail, Vice-Chairman
John Alberts
Mike Geers
Rena Holland
Michael McEachern
Tara Peters

1. Consider approving the minutes of the August 20, 2015 Regular meeting.

ACTION

2. Discussion of future steps for Health Center Parkway art design concepts.

3. Report from Executive Director with Related Discussion/Questions:

- A. Project Iris/Leads and Locates; Greater Oklahoma City Partnership**
- B. America's Top States for Business 2015; CNBC.com**
- C. Greater Oklahoma City Partnership Presentation, August 26, 2015**
- D. YEDA Departmental Expense Summary (handout)**
- E. FY 2015-2016 TIF Revenue Collections (handout)**
- F. FY 2015-2016 Hotel/Motel Tax Collections Updated Report (handout)**

4. Setting the date for the next Regular Economic Development Meeting for October 15, 2015 at 4:00 p.m., in the Council Chambers of the Centennial Building, 12 S. Fifth St.

5. Adjournment

Yukon Economic Development Authority August 20, 2015

The Yukon Economic Development Authority met in regular session on August 20, 2015 at 4:00 p.m. in the Council Chambers of the Centennial Building, 12 South Fifth Street, Yukon, Oklahoma.

ROLL CALL: (Present) Ray Wright, Chairman
 John Nail, Vice-Chairman
 Michael McEachern
 Mike Geers
 Rena Holland
 Tara Peters
 John Alberts (Arrived at 4:06 pm)

OTHERS PRESENT:

Grayson Bottom, City Manager	Doug Shivers, City Clerk
Larry Mitchell, YEDA Director	Amy Phillips, YEDA Admin.
Gary Cooper, Technology Dir.	Sara Hancock, Deputy City Clerk

1. Consider approving the minutes of the July 23, 2015 Regular meeting

The motion to approve the minutes of the July 23, 2015 Regular meeting, was made by Michael McEachern and seconded by Mike Geers.

The vote:

AYES: McEachern, Holland, Geers, Wright, Peters, Nail

NAYS: None

VOTE: 6-0

MOTION CARRIED

2. Consider accepting the Fiscal Year Report (March 2014-June 2015) for the Frisco Road TIF District No. 1.

Mr. Mitchell stated this report is required by the State/Department of Commerce and it has to be published annually. There may be more sections in the future years due to borrowing money, contracts, or financial commitments. It is not an audit, simply an activity report. Mr. Wright verified the road was paid for by the City in anticipation for the TIF District to reimburse. Mr. Mitchell stated it is built into the budget and in agreements with developers. Cost is current obligation of YEDA; reimbursement is subject to raising revenues. Mr. McEachern stated report didn't show expenses until end of June. Mr. Mitchell stated report shows only what Authority has done, see footnote.

The motion to accept the Fiscal Year Report (March 2014-June 2015) for the Frisco Road TIF District No. 1, was made by Michael McEachern and seconded by Rena Holland.

The vote:

AYES: Geers, Holland, Peters, Wright, Nail, McEachern

NAYS: None

VOTE: 6-0

MOTION CARRIED

John Alberts arrived.

3. Presentation and Discussion of design concepts for Health Center Parkway; Hanz Butzer and Debby Williams.

Mr. Mitchell asked Hans Butzer to discuss grand entrance to Health Center Parkway. We are looking at using it as a boundary and as an enhancement for project. Mr. Butzer and Ms. Williams have a 2 part presentation. We will be asking for input from the Authority.

Ms. Williams defined the Public Art and its impact. She then presented images of multiple pieces of Public Art and their costs. Mr. Wright asked if it would be placed in the center of the roundabout. Mr. Mitchell stated focus, but extend north and east. Ms. Williams stated art brings communities together and can be used as a tool for education. Furthermore, it can stimulate development and tourism. Costs can vary depending on materials, features, lighting, etc. Mr. Wright loves public art, but who decides piece? Mr. Mitchell stated community input, but just wanted to get ball rolling. Mr. Butzer is looking at possibilities to pull people in the gateway. Mr. McEachern asked if it was going to be visible from I-40. Mr. Mitchell stated maybe from the north rotary. Mr. Alberts asked if art would be interactive, have water or lights. If art is in middle of roundabout, road could be concern, because people like to take pics with Public Art. Mr. McEachern stated he always notices the scissortail downtown and looks to see what color it is. Ms. Williams stated piece of art takes on a life of its own.

Mr. Butzer stated for every \$1 spent on art, it is equal to \$9 of economic benefits, because how it engages the community. Compare the Skydance Bridge of \$6 million to \$300 million bridges; it has brought great value. We need to think about budget and where we want to place it. Mr. Butzer provided multiple abstract sketches showing the diversity of directions the artwork could go. Mr. Wright questioned how would the Developer's concept fit with this and who would lead. Mr. Mitchell stated we want to start discussion and think of a community identifier and not try to match it up to what the Developer may do. Mr. Wright clarified it would not lock Developer into any set theme, but more of a community identifier and they may take off from that. Mr. Mitchell stated yes. He stated identifier ideas

maybe something different than the usual Cattle Drive or Route 66 theme. Mr. Butzer stated developments change, Yukon is the constant. Form-Based Code will help YEDA to direct the developer. YEDA has advantage to lead the discussion. Mr. Wright stated we need to lead without mandating. Mrs. Holland likes the “Y”. It’s the gateway to everything. Mr. Butzer stated lighting could be incorporate, opportunities are unlimited. Mr. Alberts liked scenarios involving “Y”. Mr. McEachern stated the City has recently installed bike racks with the Yukon “Y”. Mr. Butzer stated symbol relevance is open to interpretation.

4. Report from Executive Director with Related Discussion/Questions:

- A. Phase I Feasibility Study and STR Final Report; Partners In Development**
- B. Economic Development Program (ACOG) 50th Anniversary**
- C. YEDA Departmental Expense Summary (handout)**
- D. FY 2015-2016 TIF Revenue Collections**
- E. FY 2015-2016 Hotel/Motel Tax Collections Updated Report (handout)**

Mr. Mitchell stated Phase I Feasibility Report was a Market Study relevant to Hotel/Conference center. Mr. Mitchell visited with two developers that seemed interested in the site. There was a very light response to our survey that was sent out. This is probably due to no baseline. However, the summary conclusion paints a bright picture for us. Possibly we were a little premature for study. We think a Hotel Conference Center will work well with new Sports Complex. OKC has only five facilities west of Meridian Blvd. with conference or meeting space. It is very limited. Hotel Room occupancy rates are steadily increasing and our Hotel/Motel Tax revenue is significantly up this year.

It is the 50th Anniversary of Economic Development Agency Program. We did submit an application this year, but weren't successful. We do plan on re-submitting. The agency is likely underfunded. It's a worthwhile program. It helps communities put together projects that probably wouldn't happen.

YEDA Department Expense Summary is not available yet.

Hotel/Motel Tax collections are up. We have collected over \$35,000 year to date.

It has been rumored Sprouts is coming to town. Community Development has plans, but no formal application. Sprouts is currently testing labor pool. The pool is shallow. Eskimo Joe's is reducing seasonal stores due to low labor pool. Mr. McEachern asked if we had any local information. Mr. Bottom stated Department of Labor has estimates. Mr. Wright stated it employment affects all businesses. Mr. Bottom stated unemployment is less than 4%.

5. Informational Material

A. Health Center Parkway Press Release and Ribbon Cutting

Mr. Wright stated ribbon cutting will be next Friday at 9:30 at the traffic circle. Mr. Mitchell stated that property has been under contract for 10 years. We are making progress. Mr. Wright stated tomorrow at 9:15 is groundbreaking for hospital expansion.

6. Setting the date for the next Regular Economic Development Meeting for September 17, 2015 at 4:00 p.m., in the Council Chambers of the Centennial Building, 12 S. Fifth St.

7. Adjournment

Larry Mitchell

From: Carlos Lopez <clopez@okcchamber.com>
Sent: Friday, September 04, 2015 10:31 AM
To: Larry Mitchell
Subject: Re: Project Iris - Building/Site Search

Follow Up Flag: Follow up
Flag Status: Flagged

Greetings Partnership Members,

We have been contacted by a site consultant who has identified the Oklahoma City Region as one of two finalist locations for Project Iris - a 1,000-person financial shared-services operation that targets 4-year college graduates at above median entry-level salaries, primarily for service and back-office (800 FTE), as well as some financial workers (~100 FTE), and IT (~100 FTE). The timeline for this project is fairly accelerated, hoping to go live sometime in March 2016 and ramp-up to targeted employment within 12-18 months; down the line could potentially expand headcount to 1,500 FTE should market conditions permit.

The consultant will conduct a field visit Sept. 23 – 24 and would like to look at real estate options.

Given the accelerated nature of the project (targeting March 2016 move-in), available space is imperative. However, the client is flexible about how they arrive at their permanent space, having used temporary space while awaiting a build-to-suit structure for previous projects. A move-in ready space is ideal, but we understand that due to our size requirement it is unlikely that the perfect building will be on the market. Thus, we would appreciate the opportunity to investigate the following within the market:

- Available buildings, targeting 120,000 ft² of contiguous Class A office space, with possible potential to expand to 180,000 ft²
- Temporary space (e.g., an unoccupied community college space, vacant WalMart, etc.) until a permanent building becomes available or a building is constructed (approximately 80,000 SF)
- Greenfield sites in prime submarkets, should build-to-suit emerge as the best option

If you have a building matching the parameters above or a suitable site, please send relevant property flyers/information to Aimee Schones (aschones@okcchamber.com) and Mike Ogan (mogan@okcchamber.com).

Please feel free to call Mike or myself if you have any questions.

Thanks,

Aimee Schones

Business Recruitment Manager

[Greater Oklahoma City Chamber](http://GreaterOklahomaCityChamber.com)

123 Park Ave.

Oklahoma City, OK 73102

P: 405.297.8954

aschones@okcchamber.com

Larry Mitchell

From: Aimee Schones <aschones@okcchamber.com>
Sent: Friday, September 04, 2015 2:46 PM
To: Larry Mitchell
Subject: RE: Emailing: Yukon Sites

Larry - thank you very much!

-----Original Message-----

From: Larry Mitchell [<mailto:lmitchell@cityofyukonok.gov>]
Sent: Friday, September 04, 2015 2:38 PM
To: Aimee Schones
Cc: Amy Phillips
Subject: FW: Emailing: Yukon Sites

Aimee;

The attachment provides you with three possible Yukon locations for the Project Iris building. Site 1 is located on West Vandament just east of the new Frisco Road/I-40 interchange. Site 2 is located just west of the Integris Regional Hospital and within the City's Frisco Road TIF District. Site 3 is located at the intersection of U.S. Route 66 and Yukon Parkway. The forty acre land parcel will be purchased by the City in approximately two weeks. All three sites are commercially zoned, have adequate utilities, and have excellent transportation access.

Please let me know if you need any additional information and Amy and I will get the material to you. Larry M.

Larry Mitchell
Executive Director
Yukon Economic Development Authority
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Yukon, Oklahoma 73099
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C: 405.8204712
www.cityofyukonok.gov

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-----Original Message-----

From: Amy Phillips
Sent: Friday, September 04, 2015 2:17 PM
To: Larry Mitchell
Subject: Emailing: Yukon Sites

GREATER OKLAHOMA CITY PARTNERSHIP

LEADS AND LOCATES

August 26, 2015

LOCATES

- **Project Bio (Progentec Diagnostics Inc.)** – *Company's OKC location grew out of one the meetings arranged at the BIO Annual Conference. The firm worked with i2E and OCAST.* Bio-science company with diagnostics to predict flares in patients with lupus. 3 - 4 employees to start with potential to grow to 20-30 within five years.

PROJECTS LOST

- **Project Malibu** – *No suitable, available buildings in OKC, could not respond to this RFP.* Lead from ODOC. Company is seeking an existing, former pharma/biotech/food processing manufacturing facility only. Firm is seeking two separate buildings.
 - 1) 40k sq.ft. with 20' clear height;
 - 2) 25k sq.ft with an area of at least 6k sq.ft. with 80' clear height.*Shared with the Partnership on 4-6-15.*
- **Project Jones** - *Consultant informed us that the OKC region is no longer under consideration. The client company did not think that the OKC area was 'dynamic' enough – not comparable to markets such as Phoenix or San Antonio.* National site selector has a client company that is seeking a 30-70 acre greenfield site on which to develop a headquarters/office campus. The client company is considering multiple states at this point – OK, TX , NM, AR and Mississippi. At this point it is just a site search. Forwarding info on sites in OKC, Edmond, Moore, Norman and Yukon as directed by the project consultant. *Shared with targeted Partnership communities in early January 2015.*
- **Project Honour** – *Consultant informed us that the company located this operation in Phoenix, AZ (the company had a prior, positive experience in that market so choose to also located this operation there).* National site selection firm working with a client company that is looking at locating a 500 employee sales and support operation for a highly automated HR and benefits management product/service. 500 employees at an average wage of \$80,000. Company anticipates leasing 70,000 sq.ft. of space. Consultant indicated that they were only interested in the central part of Oklahoma City. *Not shared with the Partnership at the consultant's request.*
- **Project Aurora** – *No OKC sites that are workable, could not respond to this RFP.* ODOC FDI project for a foundry and machining operation with 340 jobs and an anticipated total capital investment of more than \$190M. The company is looking for a 70 acre, rail served site and 25MW of electric power. No OKC sites that are workable. *Shared with the Partnership on 12-15-14.*
- **Project MOLA** – *Moved project to "dead" category. Consultant has gone silent/will not respond to inquiries on project status.* National site consultant looking for an existing 350k+ sq.ft. facility for a photovoltaic manufacturing client. *Shared with the Partnership on 4-11-14.*

LEADS

- **Project BrightGlow** – *Response deadline of COB, Wednesday, August 26, 2015.* ODOC FDI lead. Chinese heat exchanger parts manufacturer looking for an existing 160,000 sq.ft. facility, expandable by 50k+. 100 jobs – no wage info at this point. Anticipated capital investment of \$20M. *Shared with the Partnership on 8-20-15.*
- **Project GFP** – Food products manufacturer looking for 35-40 acre site on which to construct a production facility. 120-180 jobs at an average wage of \$41,500. \$100M anticipated capital investment. Significant water user. *Shared with the Partnership on 7-20-15.*
- **Project Blue Marlin** – National site selector conducting a location search for manufacturing client. Client desires a shovel ready, 65+ acre site on which to construct a 500,000 sq.ft. facility. 450-500 jobs at an average wage of approximately \$47k. Anticipated capital investment of \$85M - \$90M. At this point this is an available real estate search. Company wants to be within 30 miles/30 minutes of OKC. *Shared with the Partnership on 7-14-15.*
- **Project BF** – *Site visit the week of August 17th. Company has made numerous visits to OKC.* Food processing company. Looking for 15 acre site on which to initially construct 50k-60k sq.ft. facility to house 50-100 employees initially. Potential to expand to 200k+ sq.ft. and 400-500 employees. *Company is focusing on sites in OKC and Norman.*
- **Project Merry** – *Consultant and client made OKC site visit in late July.* National site consultant with a financial services client investigating the OKC market for 40,000 – 50,000 sq.ft. of space for a 400-500 employee customer service/back office operation. Average wage of \$34k. *Consultant & client have narrowed the potential real estate options that they are interested in to facilities in OKC.*
- **Project Frac** – Oil and gas company looking to bring 3rd party manufacturing in-house. Manufacturing and distribution center with 10 employees. 25,000 - 30,000 SF need access to rail and outside storage. *Focused on OKC locations at present.*
- **ODOC Call Center Plug & Play Search** – quick turn-around (less than 24 hours) inquiry about existing, 30,000 sq.ft. plug & play customer service/call center space *in Oklahoma City.* Provided info on a short list of available properties.



Top States For Business

America's Top States for Business 2015



1.4K SHARES

A scorecard on state economic climate

We score all 50 states on more than 60 measures of competitiveness, developed with input from a broad and diverse array of business and policy experts, official government sources, the CNBC Global CFO Council and the states themselves. States receive points based on their rankings in each metric. Then we separate those metrics into 10 broad categories, weighted based on how frequently each is used as a selling point in state economic development marketing materials. That way, our study ranks the states based on the criteria they use to sell themselves. This year some states were tied. Learn more about our categories and methodology.

VIEW RANKINGS: [Data Table](#) | [Chart](#) | [Maps](#)

Overall	State	Workforce	Cost of Doing Business	Infrastructure	Economy	Quality of Life	Technology & Innovation	Education	Business Friendliness	Cost of Living	Access to Capital
1	Minnesota	13	35	9	5	3	6	2	23	32	23
2	Texas	20	21	1	2	33	11	28	14	15	6
3	Utah	29	13	30	1	20	15	31	5	11	21
4	Colorado	16	36	14	3	9	5	24	18	31	8
5	Georgia	3	32	2	4	36	16	29	11	16	5
6	North Dakota	1	25	8	13	19	41	15	1	29	31
7	Nebraska	11	15	21	20	15	32	16	5	8	36
8	Washington	27	28	33	11	7	1	18	24	36	10
9	North Carolina	16	17	23	6	33	10	30	17	23	1
10	Iowa	44	8	28	10	9	24	18	19	14	39
11	South Dakota	35	5	19	8	17	44	23	2	35	27
12	Virginia	6	37	25	36	25	14	6	3	25	12
13	Indiana	42	1	22	8	46	26	26	9	4	16
14	Idaho	32	6	27	19	22	33	47	11	3	19
15	Wisconsin	31	26	5	30	23	20	14	28	26	14
16	Florida	19	31	16	11	32	17	26	27	27	15
17	Tennessee	8	12	3	31	50	27	42	8	2	18
18	Wyoming	34	20	4	23	17	49	8	19	18	50
19	Illinois	23	29	12	41	26	9	12	45	22	3
20	Massachusetts	7	46	47	28	8	3	1	22	43	17
21	Oregon	37	27	37	22	6	13	40	26	44	22
22	Michigan	25	17	26	29	48	8	25	36	7	4
23	Ohio	43	13	11	15	43	21	20	37	19	7
24	Kansas	10	30	7	44	35	30	10	16	8	46
25	New Mexico	18	27	5	21	21	22	12	11	17	10

25 New Mexico

Overall	State	Workforce	Cost of Doing Business	Infrastructure	Economy	Quality of Life	Technology & Innovation	Education	Business Friendliness	Cost of Living	Access to Capital
26	Missouri	38	11	18	33	47	23	20	15	17	24
27	California	26	49	28	7	15	2	32	50	46	1
28	Montana	48	16	12	16	13	41	32	30	30	39
29	South Carolina	22	22	14	18	38	35	39	34	21	31
30	New Hampshire	38	38	43	24	4	29	9	7	39	48
★ 31	Oklahoma	41	9	17	14	49	43	44	21	5	33
32	Arkansas	12	4	35	16	44	46	35	37	11	38
33	Connecticut	4	47	46	26	11	19	11	32	49	30
34	Arizona	14	40	9	36	31	24	49	13	28	25
35	New York	29	44	39	31	20	4	3	43	48	13
36	Kentucky	49	2	19	21	41	39	36	40	6	41
36	Maryland	2	48	45	35	29	7	6	32	40	29
38	Delaware	14	38	39	26	30	22	38	4	37	47
39	New Jersey	5	43	48	40	13	18	5	47	45	8
40	Pennsylvania	40	33	35	46	36	11	16	35	34	11
41	Alabama	32	19	31	44	42	30	46	28	10	20
42	Vermont	47	42	44	33	2	28	3	42	41	48
43	Mississippi	21	2	23	50	39	48	47	48	1	33
44	Maine	50	34	41	42	5	36	20	39	38	26
45	Nevada	27	24	33	47	27	45	50	24	33	43
46	Louisiana	36	10	32	48	45	40	42	31	20	28
47	Alaska	9	41	38	49	27	47	36	10	47	35
48	Rhode Island	24	44	50	39	12	33	13	45	42	45
49	West Virginia	44	7	42	36	40	50	34	48	24	43
50	Hawaii	46	50	49	42	1	36	45	44	50	37

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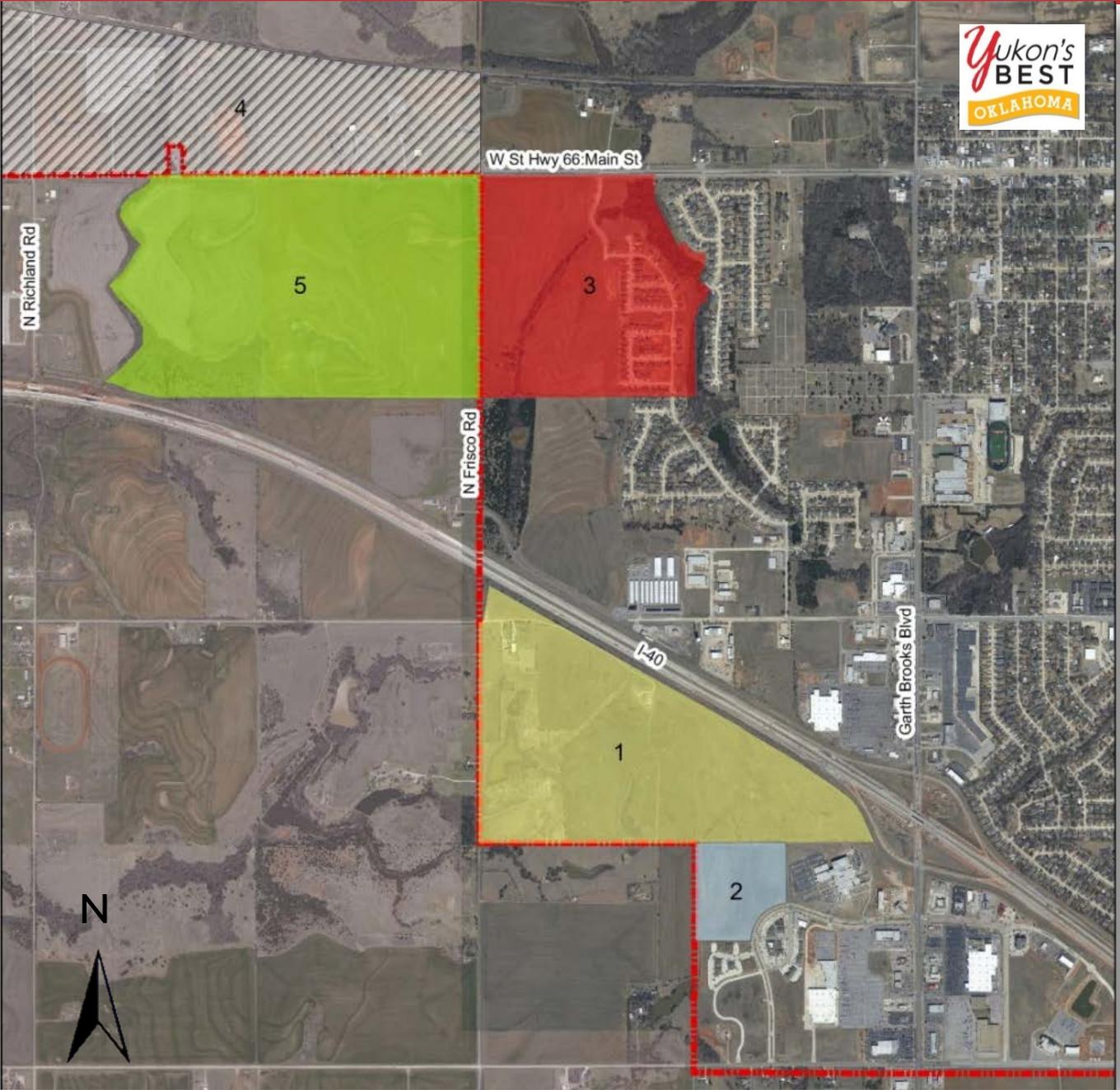
OKLAHOMA

YUKON ECONOMIC
DEVELOPMENT AUTHORITY

The Greater Oklahoma City Partnership - August 26, 2015



YUKON: on the Right Track *Y*



Yukon Traffic Generators

- 1 - Retail Development
- 2 - Hotel Conference Center
- 3 - Single Family Residential
- 4 - Industrial
- 5 - Sports Complex
- City Limits





CITY OF YUKON

DATE: 07-07-2015
 SCALE: AS SHOWN
 DRWN BY: MTD

LOCATION MAP



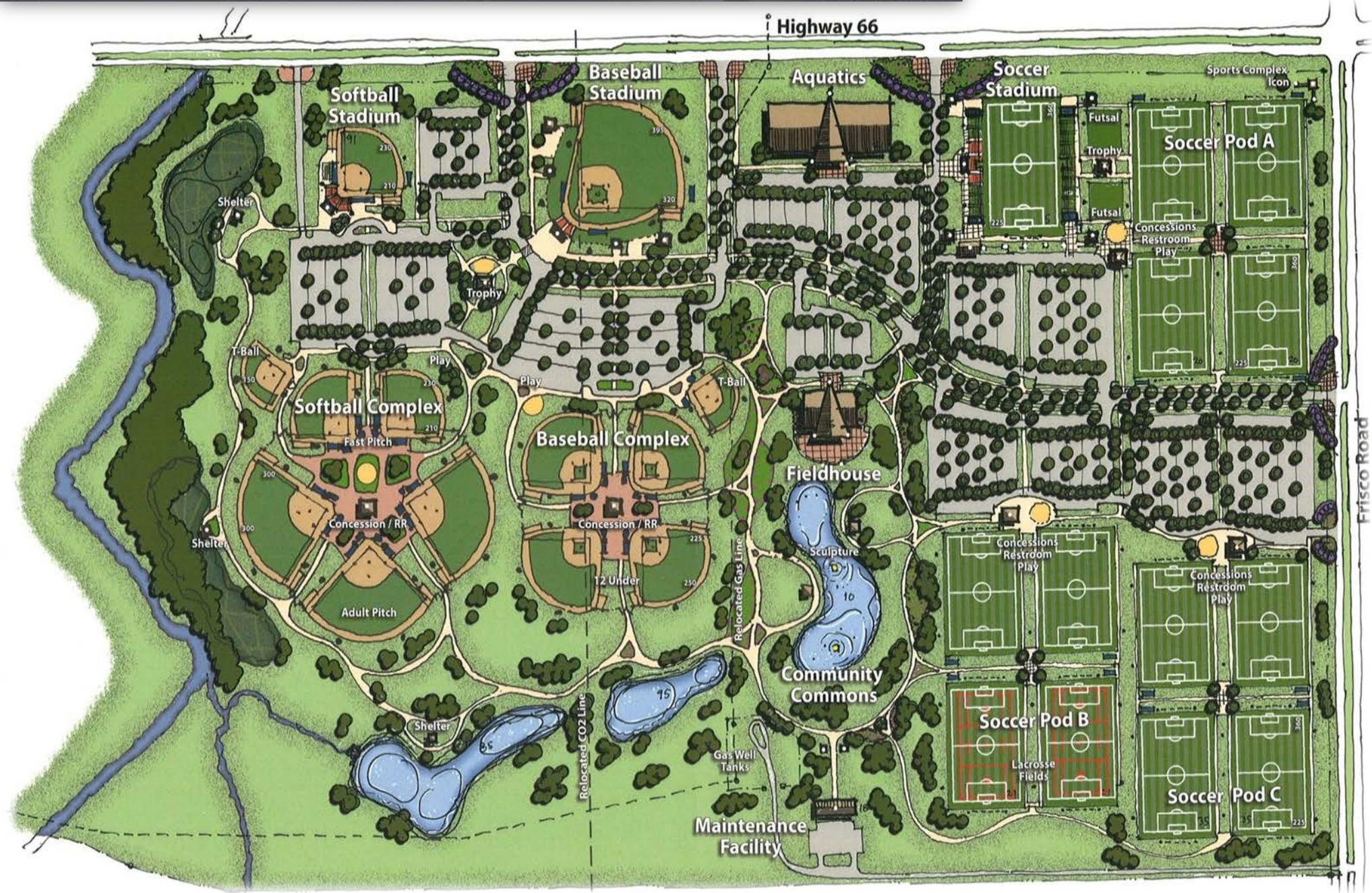
YUKON ATHLETIC COMPLEX

SITE MASTER PLAN - YUKON, OKLAHOMA

CHSNER
HARE & HARE
a design studio of

OLSSON
ASSOCIATES

1" = 160'
June 17th, 2015 - Project Number 015-0002



Frisco Road





Frisco Road Economic Development Project Plan





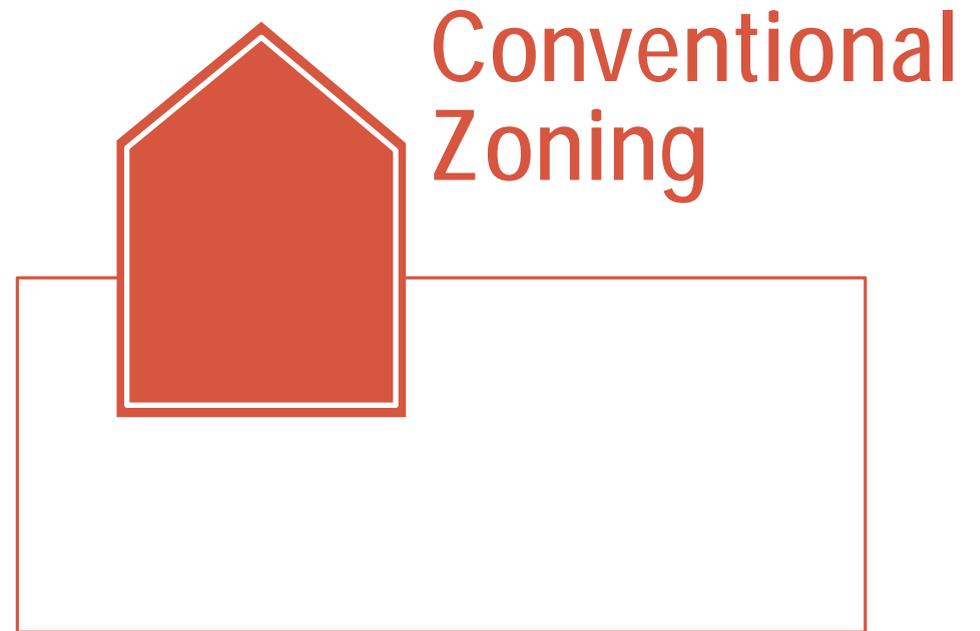
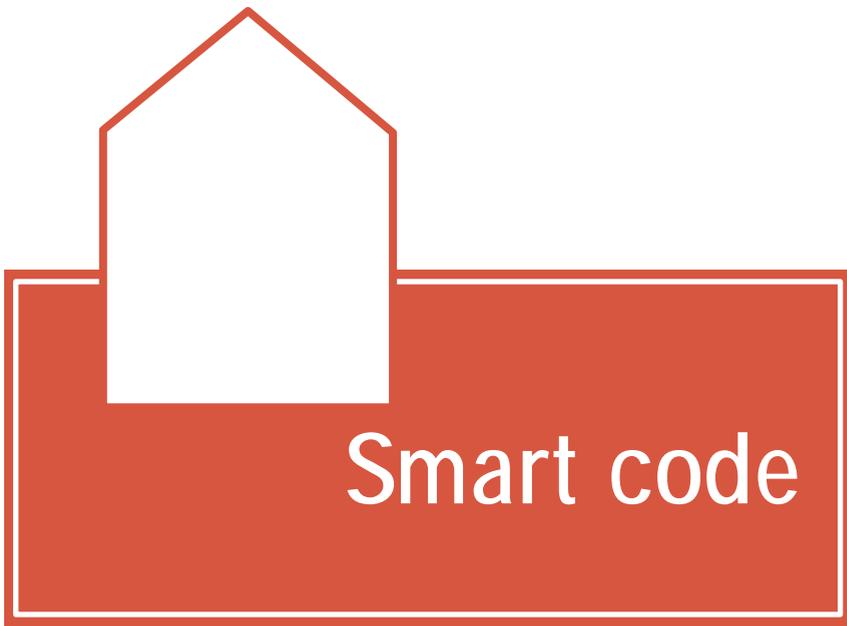
Master Plan - Birdseye
07 15 2015



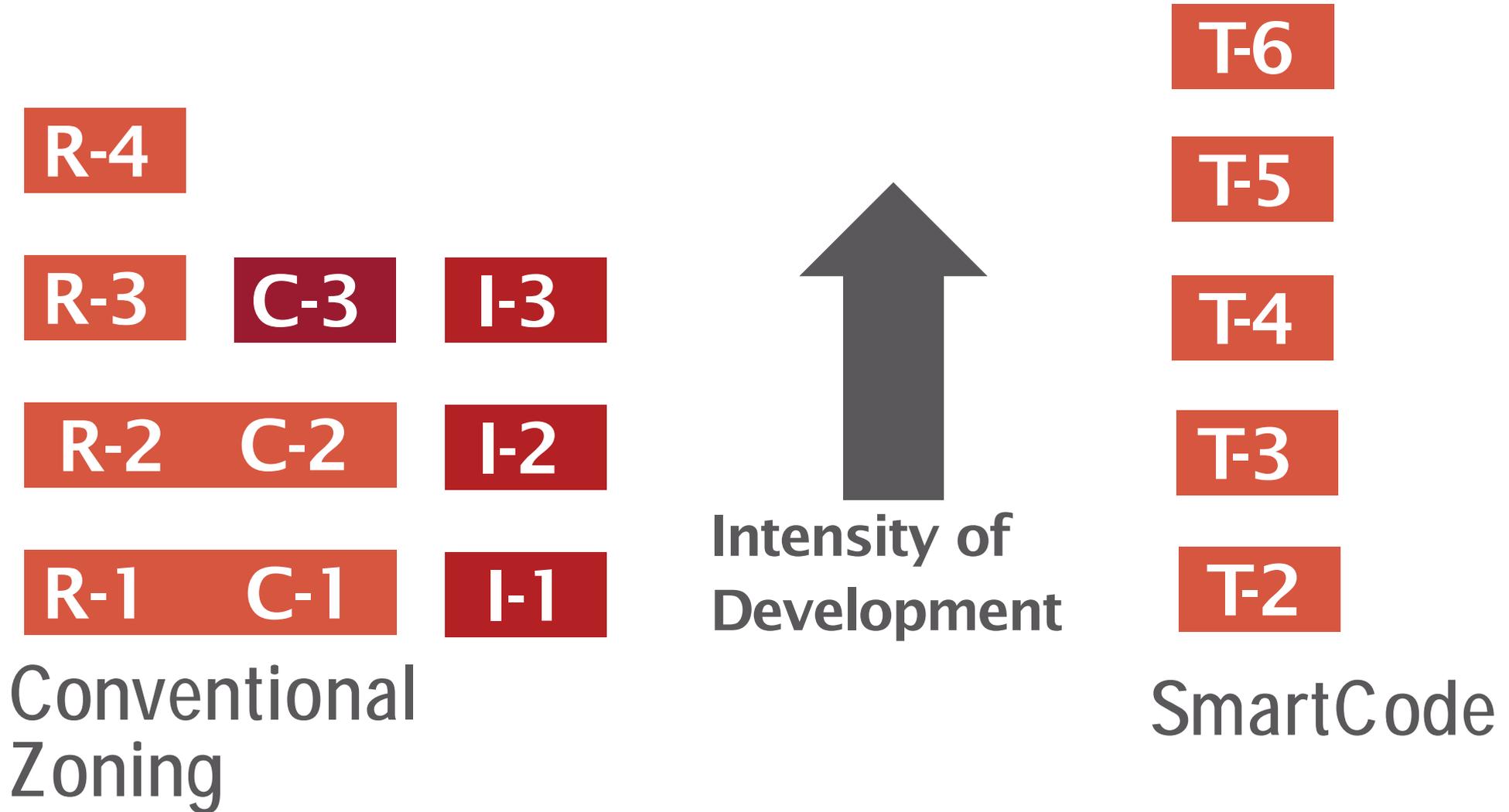
Yukon, OK City Hall



How the Urban Gateway SmartCode Differs From Conventional Zoning



How the Urban Gateway SmartCode Differs From Conventional Zoning

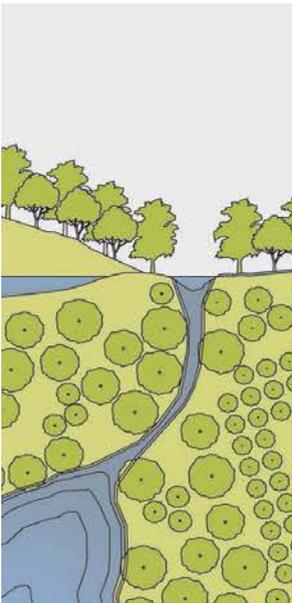


Transect Zones

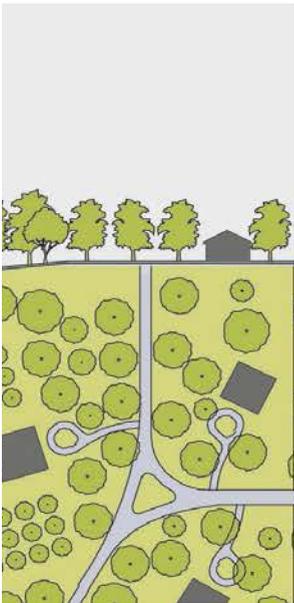
More Rural



More Urban



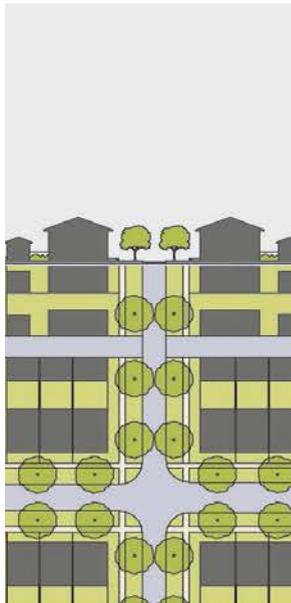
T1: Natural Zone



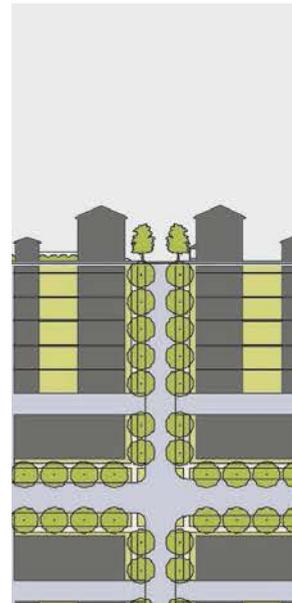
T2: Rural Zone



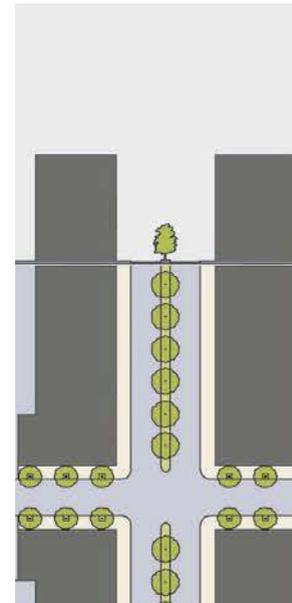
T3: Sub-Urban Zone



T4: General Urban Zone



T5: Urban Center Zone



T6: Urban Core Zone



SmartCode



Ensure Efficient Land Use

by restricting

1. Block size
2. Street size
3. Setbacks
4. Surface parking



Improve the Quality of the Public Realm

by requiring

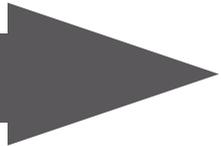
1. Street trees
2. 1st floor windows
3. Sidewalks



Create Complete Neighborhoods

by encouraging

1. Mixed use
2. Varied densities
3. Frequent parks
4. Civic buildings

Increasing Intensity of Development 

CLD

Clustered
Land
Development

TND

Traditional
Neighborhood
Development

RCD

Regional
Center
Development

T2 Rural
50% min.

T3 Suburban
10 - 30%

T4 General
Urban
20 - 40%

T3 Suburban
10 - 30%

T4 General
Urban
30 - 60%

T5 Urban
Center
10 - 30%

T4 General
Urban
10 - 30%

T5 Urban
Center
40 - 80%

T6 Urban
Core
10 - 30%

Executive Summary:

- Local governments across the country must evaluate development strategies to reduce their impact on municipal finance.
- Many cities have found that a Smart Growth approach would improve their financial health.
- No national survey has attempted to examine the potential savings of Smart Growth strategies prior to 2013.

National Findings:

17 case studies comparing Smart Growth strategies to conventional suburban development.

Introduction:

Decisions about where to build will have long-term implications for one-third of a typical municipality's budget.

In 2010, local government in the United States raised and spent \$1.6 trillion, representing more than 10 percent of the U. S. GNP (Gross National Product). Of that, approximately one-third, or \$525 billion, was expended on capitol projects and activities that are heavily affected by local development patterns.

Major Conclusions Drawn From Report:

- A. Smart Growth strategies cost on-third less for upfront infrastructure (street, water, sewer, etc.).
- State of Maryland found that following a Smart Growth approach would save approximately \$1.5 billion per year statewide.
- B. Smart Growth development saves municipalities an average of 10 percent on on-going delivery of services.
- In Champaign, Illinois, a Smart Growth model for the city's future growth would cut service costs by 23 percent, or \$19 million, over 20 years.
- C. Smart Growth development generates 10 times more tax revenue per acre than conventional suburban development.
- Analysis by the statewide planning effort Vision California found that on a per-acre basis, Smart Growth strategies could produce three and one-half times as much tax revenue.

Conclusion:

- Smart Growth strategies can help any city or town improve its finances.
- Smart Growth strategies can improve public balance sheets for decades.
- Smart Growth patterns require less public infrastructure.
- Smart Growth reduced the pressure to convert valuable land and resources.
- Every community can use this national study to inform their citizens (taxpayers) about the cost of development and look at different or more beneficial ways to support healthy, quality development.

***Footnote:**

In a financial impact study, Charlotte, North Carolina noted that in the early 2000's, after the City changed its subdivision regulations to require better street connectivity, response times for the Fire Department were quicker for the first time since the early 1970's. A rough calculation by Smart Growth America suggests that Charlotte can eliminate the need for two future fire stations, saving \$14 million in capital costs and \$8 million a year in operating expenses.





Change is **INEVITABLE.**
Progress is **OPTIONAL.**
-Tony Robbins