

Yukon Economic Development Authority Agenda

Centennial Building - 12 South 5th Street

January 15, 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, January 14, 2015.

Call to Order: Ray Wright, Chairman

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

1. Consider approving the minutes of the December 18, 2014 Regular meeting.

ACTION_____

2. Review and Discuss final draft of Yukon Urban Gateway Smart Code Ordinance and take any action as deemed necessary and appropriate by the Trustees.

ACTION_____

3. Consider approving Resolution No. 2014-26, a Resolution recommending the approval of proposed amendments to the City of Yukon zoning ordinance that will allow for the creation of a Form-Based Code overlaying the Frisco Road Economic Development Project Plan Project Area.

ACTION_____

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

- A. Second Quarter Status Report (handout)**
- B. Memorandum to the Yukon Planning Commission regarding the Urban Gateway SmartCode**
- C. YEDA Departmental Expense Summary**
- D. FY 2014-2015 TIF Revenue Collections (handout)**
- E. FY 2014-2015 Hotel/Motel Tax Collections Updated Report (handout)**

5. Informational Material

A. ICMA Economic Development 2014 Survey Results

6. Setting the date for the next Regular Economic Development Meeting for February 19, 2015 at 4:00 p.m., in the Council Chambers of the Centennial Building, 12 S. Fifth St.

7. Adjournment

**Yukon Economic Development Authority
December 18, 2014**

The Yukon Economic Development Authority met in regular session on December 18, 2014 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
 Mike Geers
 Rena Holland
 Ken Smith
 Tara Peters

(Absent) John Alberts

OTHERS PRESENT:

Larry Mitchel, Executive Director Doug Shivers, City Clerk
Leslie Batchelor, Counsel Sara Hancock, Deputy City Clerk
Gary Cooper, Technology Director Amy Phillips, Administrative Assistant

1. Consider approving the minutes of the November 20, 2014 Regular meeting

The motion to approve the minutes of the November 20, 2014 Regular meeting, was made by Rena Holland and seconded by Mike Geers.

The vote:
AYES: Nail, Geers, Holland, Smith, Peters, Wright
NAYS: None
VOTE: 6-0
MOTION CARRIED

2. Review and Discuss final draft of Yukon Urban Gateway Smart Code Ordinance and take any action as deemed necessary and appropriate by the Trustees.

Mr. Mitchell had given lots of material to look at this week. He would like to bring your attention to the Summary Table and Allocations by Transect Zone. We think T5 will be the predominantly mixed use category in the Prairie West development. You can use T5 on 40% - 50% of the development with T4 and T6 being the smaller percentages used. The mix will help the Developer put their Regulatory Plan together. If you look at the table, it shows how the pieces come together. The other observation Mr.

Mitchell would like to make is on page 10, Process, under 1.4: Consolidated Review Committee. The committee would see if the Developer's plans meet conditions or if variances or warrants would be required. Major changes to the standards would require approval from the City Council. Any variances would come through YEDA go to the Planning Commission and be approved by the Council. Mayor Smith stated variances go through the Board of Adjustment. By reading this, it gives this committee the opportunity to circumvent all. Mr. Mitchell stated there is another piece that discusses Administrative Guidelines. Mr. Smith stated this already happens, can you explain. Mr. Mitchell stated permit can be issued without Council approval. Mr. Smith stated the alert word is variance. Mr. Mitchell stated minor changes done administratively. He stated term variance here is different from what you're describing. Mrs. Batchelor directed the attention to section 1.5.3, variance granted only in compliance with local code. Mr. Smith asked if we could add a definition of variance or level of. Mrs. Batchelor stated this is just a draft to flag areas of clarification. Mr. Smith stated definition needed clarifying what would not be major enough to go through our Board of Adjustment. Sam Day stated variance would have to prove hardship. Asa Highsmith stated this is similar process we go through with Oklahoma City. Mr. Wright asked Mr. Smith if he was trying to clarify the variance in this is same as traditional. Mr. Smith stated yes. Maybe another word should be used. Mr. Wright stated it should be defined and handled the same. Mr. Mitchell stated we could do this.

Mr. Geers asked if a Developer brought in plans that comply, they don't need any TIF money, and are ready to build, where does review go? Mr. Mitchell stated staff review, typical permit process. Mrs. Batchelor stated plans will also be submitted to YEDA. Mr. Wright questioned if we are comfortable with original development plan following land regardless of owners. Mrs. Batchelor stated yes. Mr. Highsmith stated new Community Plan sets framework for total development. Mr. Wright wants option to make changes to remain with City. Mr. Wright wants pieces sold off to be bound by preliminary. Mr. Highsmith stated it will be under this. Mr. Day stated builder plan approved administratively. Mr. Wright asked about the empty lots that are in the existing development and TIF district, will we work on blending these in with design cues. Mrs. Batchelor stated there are a couple of options on how overlay district will apply. Owners can provide Community Development Plan. It can be done collaboratively or individually by property owners. Mr. Wright doesn't want things taken away, but could see using design cues from Prairie West. Mr. Smith stated key might be they have to submit same process, as Prairie West. Mr. Highsmith asked if it would make sense to present this to stakeholders. Mr. Wright stated no, most are out of state. Mr. Highsmith stated could work to articulate options. Mr. Mitchell stated anyone seeking financial assistance or incentive through the Authority would have to qualify or anyone needing to re-plot. Mr. Smith questioned how other developers could be held to standards, if not asking for something. Mrs. Batchelor stated implications only clear when the Plan to Develop is submitted. We should have conversations with owners. Mr. Wright stated they could probably get the four local owners with empty lots together. Mr. Day stated we could have smaller new Community Plans independent of Prairie West and still abide by code. Mr. Smith

stated still can't hold to same standard as Prairie West. Mrs. Batchelor stated just asking for something different from the property owner's, not more. Mr. Wright stated design could be more flexible with the new standards. It would be optimum, if governed by current options with some options from new. Mr. Smith questioned how owners would perceive. Mr. Geers asked if we were going to overlay the whole city or just the development. Mr. Smith stated TIF District. Mrs. Batchelor stated other areas could opt in. Mr. Highsmith stated we will look at what other cities have adopted. Mr. Smith asked if a motion needed to be made pending further review. Mr. Mitchell stated not needed. He stated we needed to think about using smartcode to include parking lots. Sea of parking not needed. Mr. Wright stated there are lots of parking lots that are only filled a few days a year. Mr. Mitchell stated there will probably be arguments over parking. Mr. Wright stated most lots sit 2/3 empty. Mr. Highsmith stated street parking takes some load off and makes street active.

Mr. Wright stated no action will be taken, directed staff to continue revising.

3. Consider approving Resolution No. 2014-26, a Resolution recommending the approval of proposed amendments to the City of Yukon zoning ordinance that will allow for the creation of a Form-Based Code overlaying the Frisco Road Economic Development Project Plan Project Area.

The motion to approve Resolution No. 2014-26, a Resolution recommending the approval of proposed amendments to the City of Yukon zoning ordinance that will allow for the creation of a Form-Based Code overlaying the Frisco Road Economic Development Project Plan Project Area, was made by Ken Smith and seconded by Mike Geers.

Mrs. Batchelor stated this is recommending concept to allow, but does not obligate. Mr. Smith stated Frisco Road area is not TIF District. What are we talking about? Mrs. Batchelor stated areas are the same per map. Mr. Wright clarified, if we approve this, you will work on differences between Prairie West and the other land. Mrs. Batchelor stated and come back with options for land owners. Mr. Wright clarified this is changing the concept to Form Based Code. Mr. Mitchell stated it will open discussion with Development Services, as well as, maybe having workshops with Planning Commission. Mr. Smith clarified Frisco Road Economic Development Project Plan Project Area is interchangeable phrase with TIF District. Mrs. Batchelor stated yes. Mr. Geers stated property owners need to know about changes. Mr. Wright stated staff needs to deal specifically with individual owners other than Prairie West coming up with options. Mr. Smith clarified approving concept doesn't lock others in. Mr. Wright stated correct. Mrs. Batchelor stated we could make a slight change in Resolution to make that clear.

Mr. Smith amended his motion to incorporate the final decision being made after the changes have been presented for our consideration, seconded by Mike Geers.

The vote:

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

NAYS: None

VOTE: 6-0

MOTION CARRIED

Mr. Wright left meeting at 4:43 pm and Mr. Nail, Vice-Chairman, presided.

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

A. YEDA Departmental Expense Summary

B. FY 2014-2015 TIF Revenue Collections

C. FY 2014-2015 Hotel/Motel Tax Collections Updated Report (handout)

Mr. Mitchell stated expenditures at 40% year to date. We are mostly on budget. TIF Revenue Collections; we have four retailers open with great response, revenue should keep improving. Hotel/Motel Tax still surprising, it is up over \$50,000 from last year. Mr. Geers asked for clarification of expenditures for Phase I and Phase II Design. Mr. Mitchell stated Phase I is right now and Phase II connects Health Center Parkway to Frisco Road.

5. Informational Material

A. Oklahoma Employment Report – October 2014; Oklahoma Employment Security Commission

Mr. Mitchell stated the unemployment rate for Oklahoma City MSA Metro is at 3.9%. 4% unemployment rate is considered fully employed.

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

7. Adjournment



DATE: January 09, 2015
FROM: Larry Mitchell, YEDA Executive Director
TO: Yukon Economic Development Authority Trustees
RE: Concerns raised at 12/18/14 meeting about the Yukon Urban Gateway SmartCode

MEMORANDUM

At the Authority's meeting on December 18, 2014, the Trustees raised three primary concerns about the draft of the Urban Gateway SmartCode that was presented to them: (1) whether the SmartCode's distinction between warrants and variances circumvents the City's variance process; (2) whether the Authority, Planning Commission, and City Council would or should have review authority over SmartCode development applications; and (3) to whom the SmartCode should apply. This memo will address each of these concerns in sequence:

(1) The variance process in the draft SmartCode does not circumvent any of Yukon's current ordinances or state law provisions governing variances. It instead builds in some extra flexibility for minor deviations from the SmartCode's regulations through the warrant process. Warrants are administratively-granted variations for dimensional deviations of 10% or less from the standards listed for each transect. Warrants are further limited to specific standards (indicated in various places in the SmartCode text, and in the tables by hollow box

bulletpoints). Any other deviation would require a variance “granted only in accordance with Existing Local Codes” (SmartCode § 1.5.3, p. 10). “Existing Local Codes” are defined in SmartCode § 1.2.3 (p. 8) as “existing City of Yukon, Oklahoma Zoning Ordinances and the City of Yukon, Oklahoma Subdivision Ordinances.” Additionally, the SmartCode only takes precedence over existing City code provisions when its provisions are in conflict with the existing City code provisions. Therefore, with the exception of the warrant process’s flexibility, the City’s variance provisions and procedures will still apply.

(2) The current draft SmartCode provides for administrative approval of development applications once the standards in the SmartCode are set by the City Council, but after review, this provision will be revised to require Council approval for submitted regulating plans. The procedure section of the SmartCode (§ 1.4) is currently being altered to require all regulating plans to go through the regular rezoning application process, including the required public hearings and approvals from both Planning Commission and City Council. Projects seeking financial assistance from the Authority will also be contractually required to submit to Authority design review.

(3) The Urban Gateway Overlay Supplemental District, which would be adopted concurrently with the SmartCode, mandates that new development within the Frisco Road Project Area comply with a set list of design principles through one of two options. For projects with enough land area to meet the SmartCode’s requirements, SmartCode compliance will be required (the draft requires at least 80 acres for New Community Scale Plans and at least 10 acres for Infill Scale Plans). For projects too small for these requirements or for properties otherwise exempted from the SmartCode, owners and developers must follow the design principles in the Overlay District, to the extent practicable, through a Planned Unit Development. Owners and developers that opt for a PUD submission should be able to provide a pedestrian-oriented, urban design that closely fits with the built form of the nearby SmartCode development, but will still be subject to the restrictions and shortcomings of a PUD which the Authority has already been made aware (separation of

commercial and residential uses, more intensive PUD plan submission requirements). A collective of property owners in areas too small for a New Community Scale Plan do have the ability to create (or request the City's lead in creating) a regulating plan covering their areas which would allow them to adhere to the SmartCode rather than a PUD process. Properties within the Frisco Road Project Area that are already developed will be subject to the Overlay District's requirements only for new development or redevelopment. For areas outside of the Frisco Road Project Area, SmartCode developments will be available by right at the landowner/developer's option.

From: Jeff Sabin [<mailto:JeffSabin@econlaw.com>]
Sent: Monday, January 12, 2015 1:59 PM
To: Larry Mitchell; Leslie Batchelor
Subject: RE: YEDA Memo addressing concerns from Dec 18 mtg

Larry,

I think presenting the Trustees with either corrected pages of the actual SmartCode or a good description of the changes would be prudent. Below is the updated language/corrections I sent to Sam:

Corrections to SmartCode Section 1.4.2: [~~deletions~~; additions]

The standards for the Transect Zones shall be determined as set forth in Article 3, Article 4, and Article 5 through a process of public hearing with approval by the City Council. [New Community Scale Plans or Infill Scale Plans, and the allocation of each Transect Zone in each, shall be approved and determined through the City's process for zoning changes as laid out in the Existing Local Codes.](#) Once these determinations have been incorporated into this Code and its associated plans, then projects that require no Variances or Warrants, or only Warrants, shall be processed administratively without further City Council approval.

Sincerely,

Jeff Sabin

--

Center for Economic Development Law
301 N. Harvey, Suite 100 [*please note new suite number*]
Oklahoma City, OK 73102
Tel: (405) 232-4606
Fax: (405) 232-5010
www.econlaw.com

RESOLUTION NO. 2014-26

RESOLUTION RECOMMENDING THE APPROVAL OF PROPOSED AMENDMENTS TO THE CITY OF YUKON ZONING ORDINANCE THAT WILL ALLOW FOR THE CREATION OF A FORM-BASED CODE OVERLAYING THE FRISCO ROAD ECONOMIC DEVELOPMENT PROJECT PLAN PROJECT AREA

WHEREAS, the Yukon Economic Development Authority (“Authority”) is a public trust created by a Trust Indenture dated August 2, 2013, adopted pursuant to the Oklahoma Public Trust Law, 60 O.S. § 176, *et seq.*, for the purposes of financing, operating, developing, constructing, maintaining, managing, marketing, and administering projects for investments and reinvestments within or near the City of Yukon; and

WHEREAS, the City of Yukon (“City”) has adopted the Frisco Road Economic Development Project Plan (“Project Plan”), which seeks to improve the quality of life for Yukon citizens, stimulate private investment, and enhance the tax base by promoting the development of property located just south of Interstate 40 and east of Frisco Road that is to be anchored by a limited service hotel and various commercial outlets; and

WHEREAS, the City has authorized and designated the Authority as a public entity to assist in carrying out provisions of the Project Plan, including incurring Project Costs pursuant to Section VIII of the Project plan; and

WHEREAS, one of the principal actions under the Project Plan is the planning and design approval of the Project; and

WHEREAS, to assist with this action the Authority has retained the services of Butzer Gardner Architects (“Consultants”) to conduct the Authority’s planning and design review services pursuant to the Project Plan; and

WHEREAS, the Consultants have conducted a community design survey, which revealed that there is a strong public preference for mixed-use, new-urban-style development for the Frisco Road Project Area; and

WHEREAS, existing City zoning ordinances and development regulations do not allow the type of mixed-use development desired by City residents, as evidenced by the community design survey; and

WHEREAS, changes to the City’s zoning ordinances and development regulations are necessary in order to implement the development outcomes desired by City residents; and

WHEREAS, the SmartCode is a nationally-known template development code that is easily calibrated to local conditions and will allow the type of development desired by City residents; and

WHEREAS, the Consultants, in coordination with the Executive Director and Legal Counsel, have begun preparing a draft SmartCode calibration for the Frisco Road Project Area and have proposed certain amendments to the current City zoning ordinance that allow the SmartCode to be adopted and implemented.

NOW, THEREFORE, BE IT RESOLVED by the Board of Trustees of the Yukon Economic Development Authority:

1. That the proposed amendments to the City of Yukon Zoning Ordinance shown in “Exhibit A” to this resolution are necessary to the adoption and implementation of a forthcoming SmartCode calibration which will provide the appropriate regulatory context to allow the creation of a mixed-use, new-urban development for the Frisco Road Project Area.
2. That the Board of Trustees of the Yukon Economic Development Authority recommends to the Planning Commission and the City Council of the City of Yukon that they consider and approve the proposed amendments to the City of Yukon Zoning Ordinance shown in “Exhibit A.”

I, _____, Secretary of the Board of Trustees of the Yukon Economic Development Authority, certify the foregoing Resolution was duly adopted at a regular meeting of the Board of Trustees of the Yukon Economic Development Authority, held at offices at 12 South 5th Street, Yukon, Oklahoma, on the _____ day of _____, 2015; said meeting was held in accordance with the By-Laws of the Authority and the Oklahoma Open Meetings Act, that a quorum was present at all times during said meeting; and the Resolution was duly adopted by a majority of those Trustees present.

Secretary

(SEAL)

Chairman



YUKON ECONOMIC DEVELOPMENT AUTHORITY

DATE: January 05, 2015
FROM: Larry Mitchell, YEDA Executive Director
TO: Yukon Planning Commission
RE: Introduction to Urban Gateway Smart Code Ordinance

MEMORANDUM

Planning Commission Memorandum re: SmartCode and Urban Gateway Overlay

BACKGROUND

On March 4, 2014, the City Council adopted the Frisco Road Economic Development Project Plan ("Project Plan"), which created a sales tax increment district to help finance infrastructure improvements and other public costs necessary to develop the Project Area. The Yukon Economic Development Authority ("YEDA") hired Butzer Gardner Architects ("Consultants") to assist with master planning for the site. The Consultants helped the City conduct a community survey that would show the type of development Yukon citizens believe would result in a greater quality of life. The results of the survey overwhelmingly showed a preference for high-quality, new-urban style mixed residential and commercial development. Unfortunately, the City's current Planned Unit Development ("PUD") zoning does not allow mixed uses, and the Master Development Plan required to be submitted with a PUD application requires a level of detail too great for the proposed primary developer's current planning stage. With the time it would take to be able to reach that level of the planning, the developers could potentially construct something (or sell the property to someone who will construct

something) under its current C-5 zoning. So, in order to ensure the public's development preferences will be implemented, the Consultants worked closely with YEDA's legal counsel to create a form-based code called the "SmartCode," along with a separate overlay district mandate its use.

FORM-BASED CODES

Form-based codes are land development regulations that try to foster predictable built environments and high-quality public spaces using the physical form of buildings and public spaces as the central organizing principle rather than the specific, categorized and segregated land uses seen in conventional zoning. The relationship between actual buildings and what some planners term "the public realm" – the part of a developed area the general public has a right to use for transportation, ingress/egress to private spaces, and congregation (streets, sidewalks, parks, open space, etc.) – is the central concern of form-based codes. Form-based standards are typically presented both textually and in clearly-drawn diagrams, with their implementation tied to a regulating plan that designates the appropriate standards for specific property to which the code applies.

THE SMARTCODE

The SmartCode is a model form-based code developed by prominent architects and urban planners, and was designed to be easily calibrated to local conditions and desired character of development. Because the SmartCode is easily calibrated and is based on well-known components of urban design, it is more streamlined and efficient than most conventional codes and has been adopted in some form by a large number of cities across the country (a complete list of adopted and pending SmartCodes can be found in The Codes Study, a compilation study maintained by the urban planning firm "Placemakers LLC"¹). The way the SmartCode typically regulates development is fairly straightforward: based on the land area available for the proposed development, the landowner (or the City) would select a particular type of development (called a "community unit type") and create an individualized regulating plan for that area that

¹The Codes Study may be accessed online at <http://www.placemakers.com/how-we-teach/codes-study/>.

will meet the SmartCode's specific public standards and regulations applicable to that community unit type. Those public standards and regulations differ between seven "transects" (building zones), and each community unit type has a percentage quota for the amount of the development area to be subject to each transect. A more detailed introduction of how the SmartCode operates may be found in the "Introduction" section in the first five pages of the SmartCode.

Community Unit Types

The community unit types available for a SmartCode development depend on whether the development is going to be a greenfield development in a currently-undeveloped area or an infill development in a currently-developed area. For greenfield development, the Yukon SmartCode has three different community unit types available:

- (1) **Clustered Land Development**—Generally covers 30-80 acres and consists of a small-lot grouping of mostly residential development surrounded by rural and natural areas.

- (2) **Traditional Neighborhood Development**—Generally covers 80-160 acres and includes a strong, balanced mixture of suburban residential, urban residential, and town-center/Main Street-style commercial development patterns.

- (3) **Regional Center Development**—Generally covers 80-640 acres and leans heavily on urban development patterns and vertical mixed-use development patterns.

Available community unit types for infill development include Traditional Neighborhood Development and Regional Center Development, but instead of relying on land area availability to determine which type is available, the existing character of surrounding development is used to dictate the community unit type. Often the community type is assigned by the City, based on a specific area plan (for example, a

downtown master plan may serve as the regulating plan for Downtown Yukon and surrounding areas based on a Traditional Neighborhood Development community unit type). Infill regulating plans are usually the product of widespread public planning efforts, whereas new community scale plans are often the product of a developer's vision and design team, with the City reviewing the developer's submission for compliance with SmartCode regulations.

Transects

Each community unit type must contain certain percentages of its total land area as each transect zone. Assigned transect zones, in turn, will become the area's zoning designations. The basic idea of splitting building zones by transect is to attempt to mirror in the manmade environment the types of gradual transitions between ecosystems and landscapes seen in the natural environment. Natural, undeveloped areas (T1) gradually transition into rural development (T2), which then transitions into suburban patterns (T3) and then into varying scales of urban development (T4, T5 and T6). Each transect zone contains regulations and standards governing density, block size, allowable street cross-sections, required civic spaces, building disposition, building configuration, and building function. A good summary of the different transect zone standards can be found in SmartCode Table 14 (p. 52), with detailed summary of each transect immediately following in the various Tables 15. Some areas may not be able to fit into the standards of a transect zone, and for those areas the SmartCode has created a Special District, which has more conventional development standards. However, Special Districts may only be used at a small scale.

Applicability and Development Review Process

The SmartCode is intended to be a unified development ordinance that supplants conflicting development-related municipal regulations for areas where it is made applicable. If not in conflict, the existing municipal regulations will continue to apply. Proposed SmartCode projects are reviewed administratively by the "Consolidated Review Committee," a group of City staff with review authority over new development (planners, engineer, public works, parks, police and fire departments, economic development), for compliance with the SmartCode's prescribed standards

before going before the Planning Commission and City Council as a rezoning application. Once City Council approves the rezoning application and regulating plan, the Consolidated Review Committee may administratively approve other project applications within the area subject to the SmartCode so long as the applications meet the SmartCode's requirements for the appropriate transect zone(s) and no variances are sought. It is worth noting that the SmartCode has some administrative flexibility built into its standards through the warrant process. A warrant allows the Development Services Department to administratively approve deviations from the SmartCode's standards so long as those deviations are less than 10% of the specified standard and staff can show in its review report that the warrant request is consistent with the intent of the SmartCode (as explained in SmartCode Section 1.3). Any other deviation must be approved through the City's existing variance process.

URBAN GATEWAY OVERLAY

The SmartCode itself is not a zoning district; the transect zones that will be applied pursuant to an approved regulating plan are. Something else is needed to mandate the SmartCode immediately within the Project Area before a conventional development is built on the site. The Urban Gateway Overlay Supplemental District is what mandates the SmartCode in the Frisco Road Project Area. The SmartCode is applicable at the developer's option in other areas in the City, but the Urban Gateway Overlay mandates compliance with a set of urban design principles through SmartCode compliance, or, in the alternative for areas exempted or too small for a SmartCode development, a PUD application process that meets those urban design principles to the greatest degree possible.

36 -ST Capital Improvement

ECONOMIC DEVELOPMENT

% OF YEAR COMPLETED: 50.00

DEPARTMENTAL EXPENDITURES

	CURRENT BUDGET	CURRENT PERIOD	PRIOR YEAR EXPENSE	Y-T-D ACTUAL	Y-T-D ENCUMBRANCE	BUDGET BALANCE	% OF BUDGET
PERSONNEL							
36-5502-101 Regular Employees	129,269.00	11,815.68	0.00	75,752.37	0.00	53,516.63	58.60
36-5502-102 Extra Help	36,160.00	2,016.00	0.00	13,920.00	0.00	22,240.00	38.50
36-5502-106 Car Allowance	0.00	253.42	0.00	1,498.12	0.00	(1,498.12)	0.00
36-5502-112 Employee Retirement	32,124.00	822.88	0.00	5,876.91	0.00	26,247.09	18.29
36-5502-113 FICA (Social Security)	10,103.00	894.54	0.00	6,166.14	0.00	3,936.86	61.03
TOTAL PERSONNEL	207,656.00	15,802.52	0.00	103,213.54	0.00	104,442.46	49.70
SUPPLIES							
36-5502-201 Office Supplies	700.00	71.90	0.00	350.45	12.48	337.07	51.85
36-5502-202 Duplication/Computer	200.00	69.30	0.00	69.30	0.00	130.70	34.65
36-5502-208 Publications & Period	500.00	0.00	0.00	0.00	0.00	500.00	0.00
36-5502-225 Promotional Items	5,000.00	0.00	0.00	326.71	0.00	4,673.29	6.53
TOTAL SUPPLIES	6,400.00	141.20	0.00	746.46	12.48	5,641.06	11.86
EQUIPMENT AND MAINTENANCE							
36-5502-315 Office Equipment	500.00	0.00	0.00	0.00	0.00	500.00	0.00
36-5502-331 Travel Expense	10,200.00	670.34	0.00	2,251.83	271.00	7,677.17	24.73
36-5502-340 Postage and Shipping	200.00	0.00	0.00	100.00	0.00	100.00	50.00
36-5502-346 Rentals and Leases	12,000.00	0.00	0.00	0.00	0.00	12,000.00	0.00
36-5502-347 Special Services	30,000.00	548.75	0.00	14,365.40	0.00	15,634.60	47.88
36-5502-348 Consultant Fees	15,000.00	0.00	0.00	0.00	2,497.50	12,502.50	16.65
36-5502-349 Printing	1,000.00	0.00	0.00	102.50	0.00	897.50	10.25
36-5502-354 Assoc Memberships & C	3,000.00	50.00	0.00	2,090.00	2,700.00	(1,790.00)	159.67
36-5502-356 Training	6,000.00	0.00	0.00	0.00	0.00	6,000.00	0.00
TOTAL EQUIPMENT AND MAINTENANCE	77,900.00	1,269.09	0.00	18,909.73	5,468.50	53,521.77	31.29
TOTAL ECONOMIC DEVELOPMENT	291,956.00	17,212.81	0.00	122,869.73	5,480.98	163,605.29	43.96
*** TOTAL EXPENDITURES ***	9,140,730.00	565,621.84	333,991.17	4,261,236.57	162,848.61	5,050,635.99	44.75

Note- *Yukon's Best Main Street program expenditures are represented within the YEDA 2014-2015 budget.

*\$2,700.00 charged to YEDA account 354; 1 Council member 2015 ICSC membership fee and 4 council members ICSC RECON conference registrations.



Economic Development 2014 Survey Results

SURVEY METHODOLOGY

The survey was mailed in June 2014 to 5,237 city-type and county governments. A follow-up survey was sent to those who had not responded to the first mailing. An online survey was available as well, with the URL included on the paper survey. The response rate was 23% with 1,201 local governments responding. HR&A Advisors, an industry-leading real estate, economic development, and public policy consulting firm, helped fund the survey.

GENERAL

Which of the following statements best describes who has responsibility for economic development in your local government? (*Check only one.*) (N=1,175)

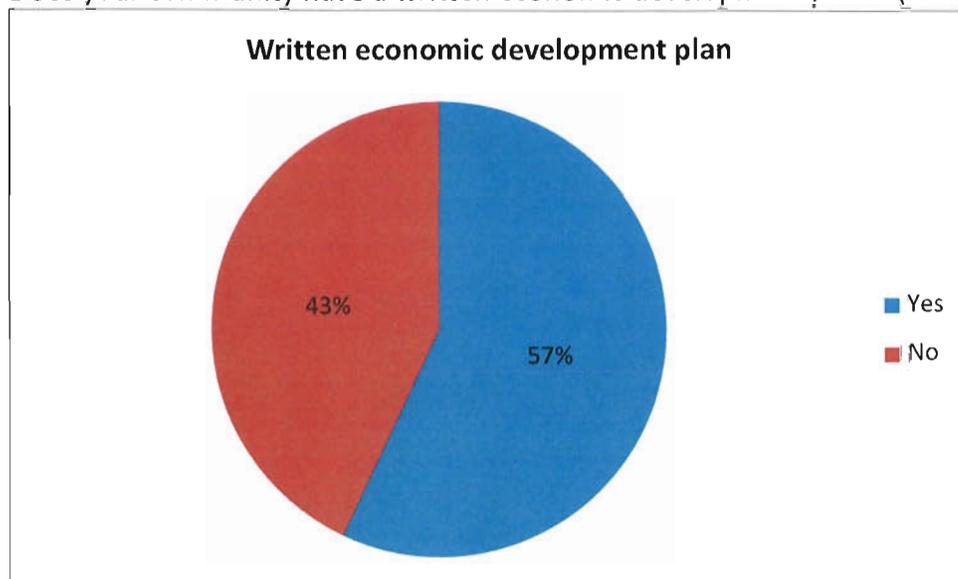
	Number	Percent
1. The local government has <i>primary</i> responsibility for economic development.	785	67%
2. A nonprofit development corporation has <i>primary</i> responsibility for economic development.	232	20%
3. Other	158	13%

Which of the following participate in developing your local government's economic development strategies?
 (Check all applicable.) (N=1,195)

	Number	Percent		Number	Percent
a. City	1,027	86%	i. Public/private partnership	388	33%
b. County	652	55%	j. Private business/industry	381	32%
c. State government	439	37%	k. Private/community economic dev. foundation	114	10%
d. Federal government	75	6%	l. Utility	246	21%
e. Chamber of Commerce	682	57%	m. College/university	297	25%
f. Economic dev. corporation	482	40%	n. Citizen advisory board/commission	311	26%
g. Regional organizations	457	38%	o. Ad hoc citizen group	92	8%
h. Planning consortia	91	8%	p. Non-profit organizations serving the poor	60	5%

ECONOMIC DEVELOPMENT PLANNING

Does your community have a written economic development plan? (N=1,027)



Indicate which of the following are economic development goals in your community. Indicate the success level in reaching each. If it's a **new priority** and too early to tell, just check the last box on the right.

Goal	Priority goal?		Success at reaching goal*				
	Yes (No. reporting)	No (No. reporting)	Number reporting	Very successful	Somewhat successful	Not at all successful	New priority- too early to tell
a. Jobs	1,056	81	1,075	20%	62%	8%	10%
b. Tax base	1,078	60	1,097	23%	60%	8%	9%
c. Quality of life	1,002	99	1,035	35%	52%	4%	9%
d. Environmental Sustainability	536	483	690	16%	57%	9%	20%
e. Social Equity	314	669	508	6%	53%	19%	23%

* Note: Some local governments reported success even though it was not a priority goal.

Please indicate the extent to which the considerations below motivated economic development priorities of your local government.

	No. reporting	No motivation	Minimal motivation	Moderate motivation	Significant motivation
a. Change in local economy	1,167	5%	14%	37%	45%
b. Increased competition	1,148	11%	29%	37%	23%
c. Change in economic development leadership	1,145	28%	27%	25%	21%
d. Change in political leadership	1,143	25%	31%	28%	17%
e. Past activities not successful	1,139	26%	34%	28%	13%
f. Past activities successful/time for new initiatives	1,131	21%	29%	38%	13%
g. Heard about new development tools	1,129	31%	38%	26%	6%
h. Growth in aging population	1,134	34%	37%	23%	6%
i. Income inequality	1,129	39%	36%	19%	7%
j. Concern about environmental sustainability	1,139	30%	37%	26%	7%

BARRIERS TO ECONOMIC DEVELOPMENT

Please indicate if your local government faces the following barriers to economic development and their importance. (Check all applicable.)

	None	Low	Medium	High		None	Low	Medium	High
a. Lack of land available (n=1,166)	17%	27%	28%	28%	l. Distance from major markets (n=1,134)	28%	43%	21%	7%
b. Cost of land (n=1,153)	8%	34%	34%	24%	m. Lengthy permit process (n=1,141)	28%	51%	17%	5%
c. Lack of buildings (due to space/costs) (n=1,142)	8%	26%	38%	28%	n. Environmental regulations (n=1,129)	13%	48%	28%	10%
d. Inadequate infrastructure (e.g., no fiber optic cable, water, wastewater) (n=1,154)	24%	39%	23%	14%	o. Poor quality of life (inadequate education, recreation, and arts/cultural) (n=1,131)	41%	41%	14%	4%
e. Lack of skilled labor (n=1,160)	15%	38%	33%	14%	p. Lack of political support (n=1,128)	36%	45%	15%	3%
f. High cost of labor (n=1,147)	18%	57%	21%	4%	q. Citizen opposition (n=1,134)	25%	51%	19%	5%
g. Lack of affordable, quality child care (n=1,138)	30%	54%	14%	2%	r. High cost of housing (n=1,126)	23%	46%	22%	9%
h. Limited number of major employers (n=1,155)	13%	32%	32%	24%	s. Declining market due to population loss (n=1,120)	49%	33%	12%	6%
i. Lack of capital/funding (n=1,156)	8%	26%	40%	26%	t. Traffic congestion (n=1,127)	33%	44%	17%	6%
j. Taxes (n=1,153)	12%	52%	26%	10%	u. Income Inequality (n=1,122)	36%	47%	13%	4%
k. Poor public transit (n=1,154)	23%	44%	24%	9%					

ECONOMIC DEVELOPMENT ACTIVITIES

Please indicate your level of use of these economic development tools.

	Not at all	Low	Medium	High
Small business				
a. Revolving loan fund (n=1,174)	50%	24%	18%	8%
b. Small business development center (n=1,176)	34%	26%	28%	11%
c. Microenterprise program (n=1,160)	64%	21%	11%	4%
d. Matching improvement grants (physical upgrades to business properties) (n=1,169)	39%	24%	25%	12%
e. Vendor/supplier matching (n=1,162)	62%	27%	10%	2%
f. Marketing assistance (n=1,174)	32%	36%	28%	4%
g. Management training (n=1,169)	45%	33%	19%	3%
h. Executive on loan/mentor (n=1,160)	69%	23%	8%	1%
Business retention and expansion				
i. Surveys of local business (n=1,173)	16%	34%	36%	15%
j. Ombudsman program (n=1,167)	49%	24%	16%	11%
k. Local business publicity program (community-wide) (n=1,165)	26%	35%	31%	8%
l. Replacing imports with locally supplied goods (n=1,164)	57%	31%	10%	2%
m. Export development assistance (n=1,159)	57%	28%	13%	2%
n. Business clusters/industrial districts (n=1,162)	30%	28%	30%	12%
o. Technology Zones (n=1,165)	52%	28%	15%	5%
p. Energy Efficiency Programs (n=1,164)	39%	34%	22%	6%
q. Business improvement districts (n=1,166)	41%	24%	24%	11%
r. Main Street Program (n=1,168)	40%	21%	21%	18%
Business Attraction				
s. Local government representative calls on prospective companies (n=1,175)	15%	26%	33%	26%
t. Promotional and advertising activities (e.g., media, direct mail, website) (n=1,176)	14%	33%	33%	20%
Community development				
u. Community development corporation (n=1,164)	52%	20%	17%	10%
v. Community development loan fund (n=1,165)	61%	21%	13%	5%
w. Environmental sustainability- energy audits/green building incentives (n=1,166)	48%	30%	17%	5%
x. Transit to promote commuting (n=1,165)	44%	31%	19%	7%
y. High quality physical infrastructure (n=1,166)	14%	24%	38%	24%
z. Job training for low skilled workers (n=1,162)	29%	31%	29%	11%
aa. Business assistance, loans and grants to support child care (n=1,160)	71%	22%	5%	2%

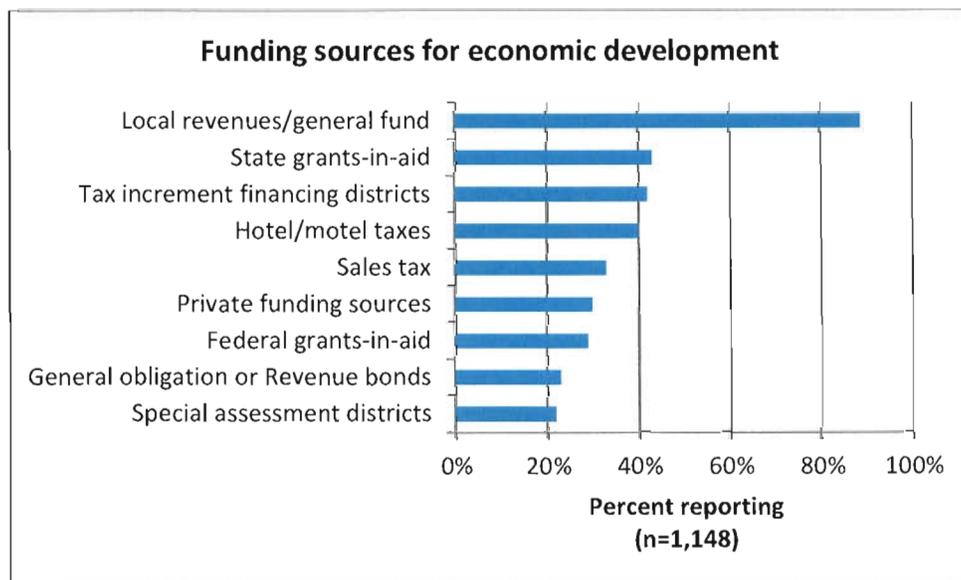
	Not at all	Low	Medium	High
bb. Affordable workforce housing (n=1,159)	32%	36%	25%	7%
cc. Investments in high quality of life (good education, recreation, and arts/culture) (n=1,158)	9%	19%	38%	35%
dd. Tourism promotion (n=1,166)	17%	23%	31%	29%
ee. Public/private partnerships (n=1,165)	13%	26%	36%	25%
ff. Programs to promote age-friendly businesses for seniors (n=1,158)	50%	36%	11%	3%

How strong is the competition/cooperation for economic development and tax base among local governments in your region? (n=1,174)

1. Competition is strong	2. Competition is weak	3. Cooperation is strong	4. Cooperation is weak
59%	19%	52%	23%

FUNDING ECONOMIC DEVELOPMENT

Please indicate which of the following sources of revenue are used to fund your economic development programs. (Check all applicable.)

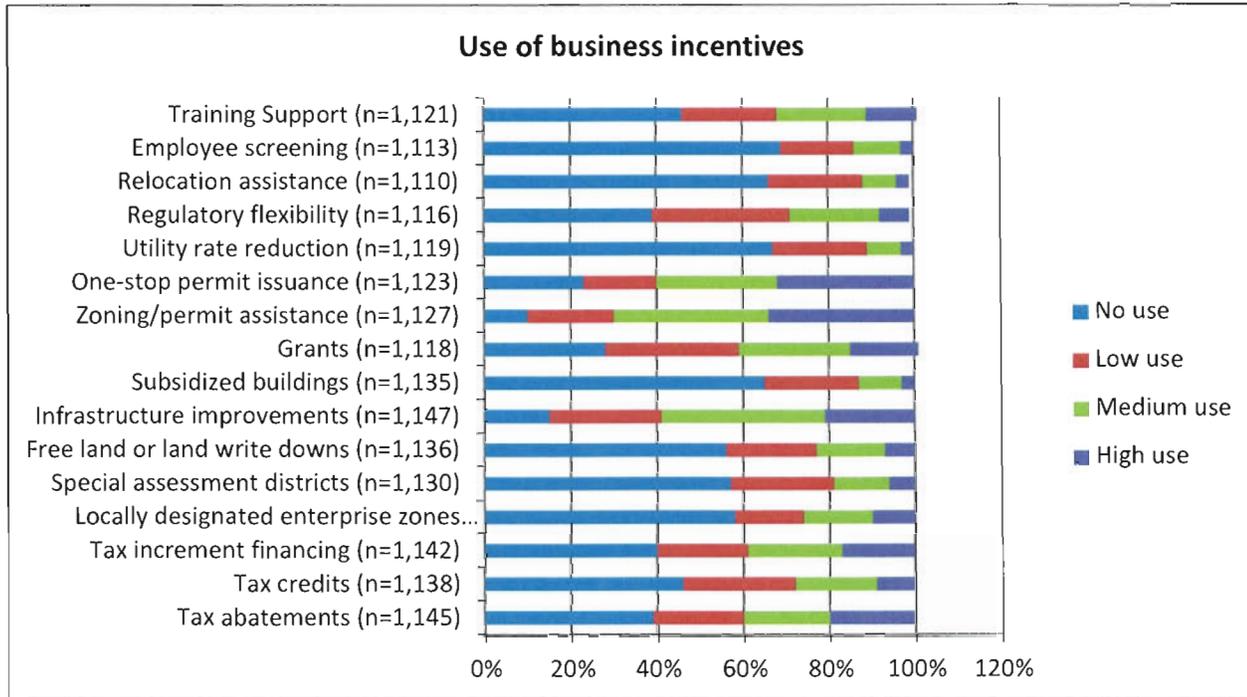


BUSINESS INCENTIVES

Please indicate any change in the dollar value of the average business incentive package over the last five years?
 (Circle one number.) (n=1,034)

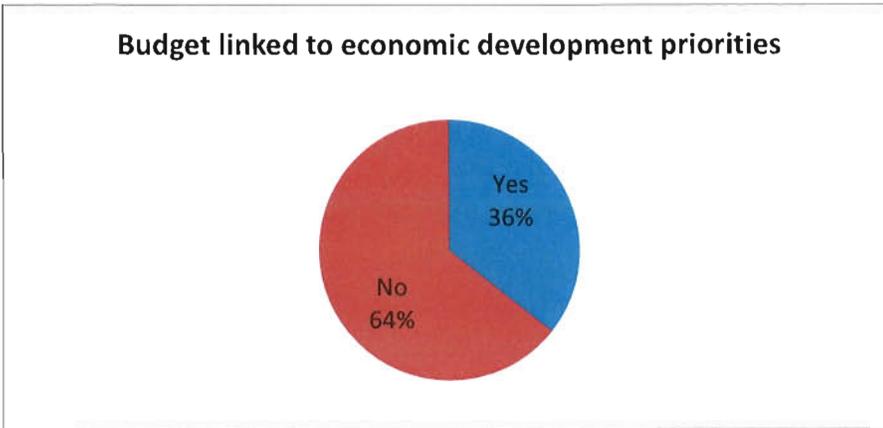
Much larger		About the same		Much smaller
7%	16%	61%	7%	8%

Please indicate the level of use of these business incentives.

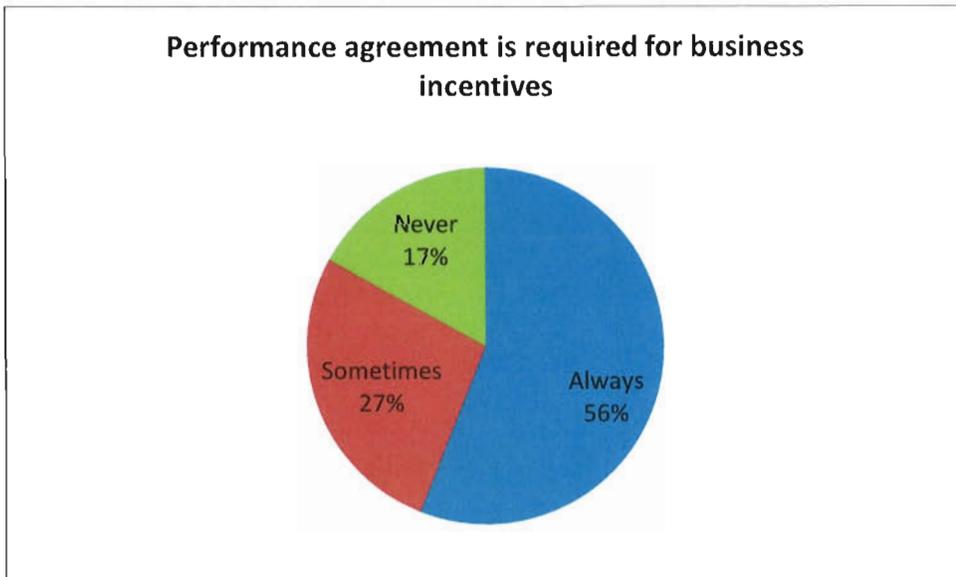


ACCOUNTABILITY

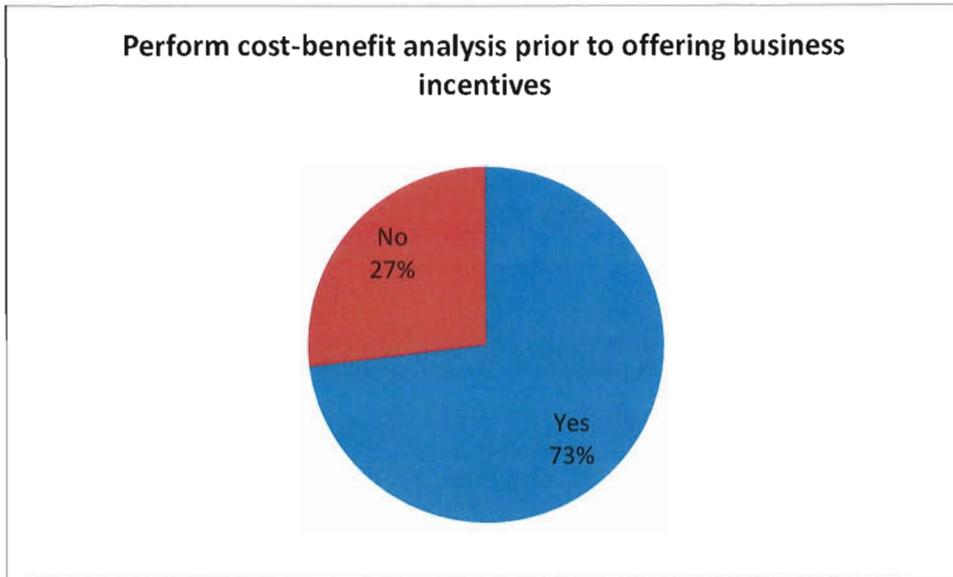
Is the overall budget allocation process linked to economic development priorities specified in the plan?



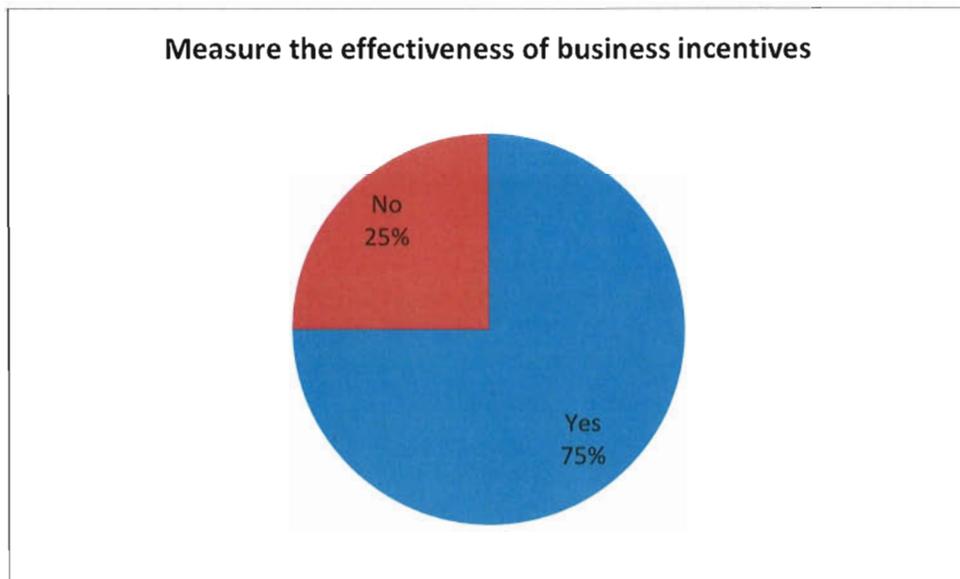
Do you require a performance agreement as a condition for providing business incentives?



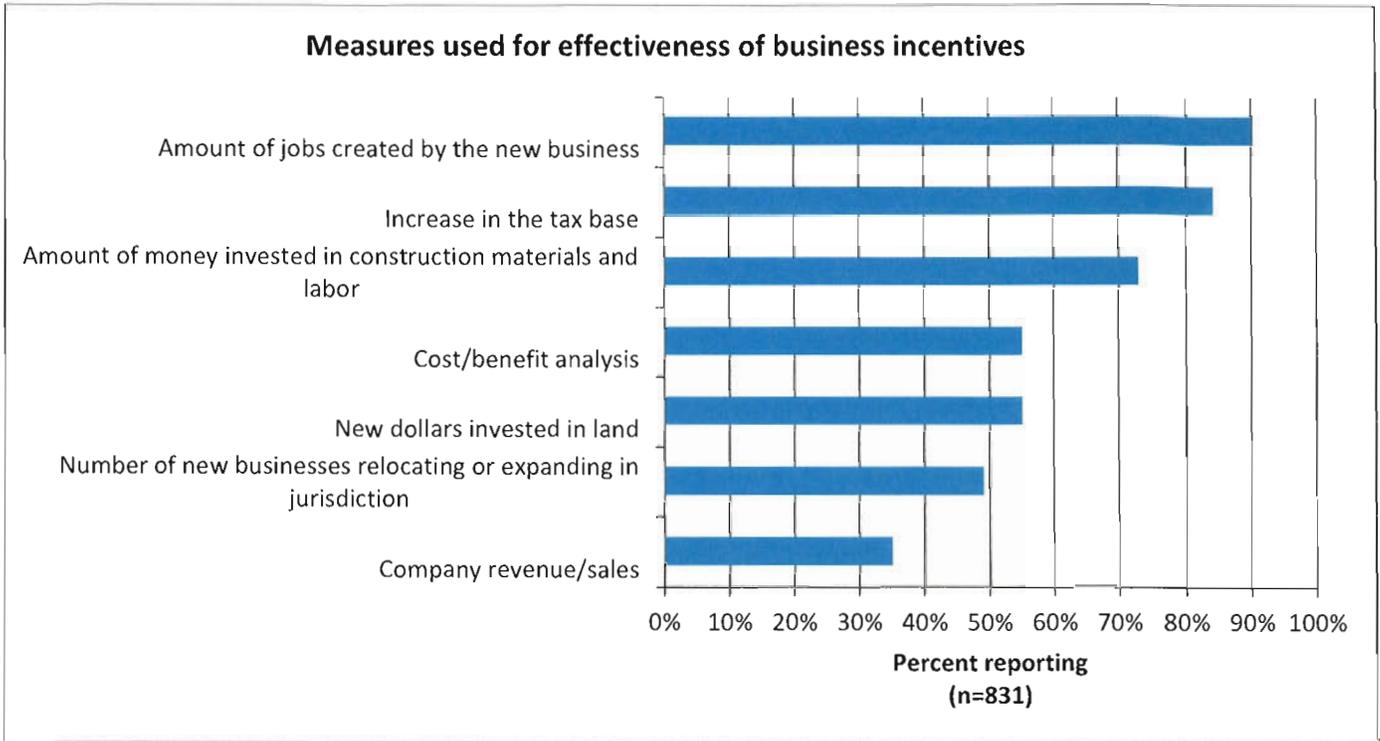
Do you perform a cost/benefit analysis prior to offering business incentives?



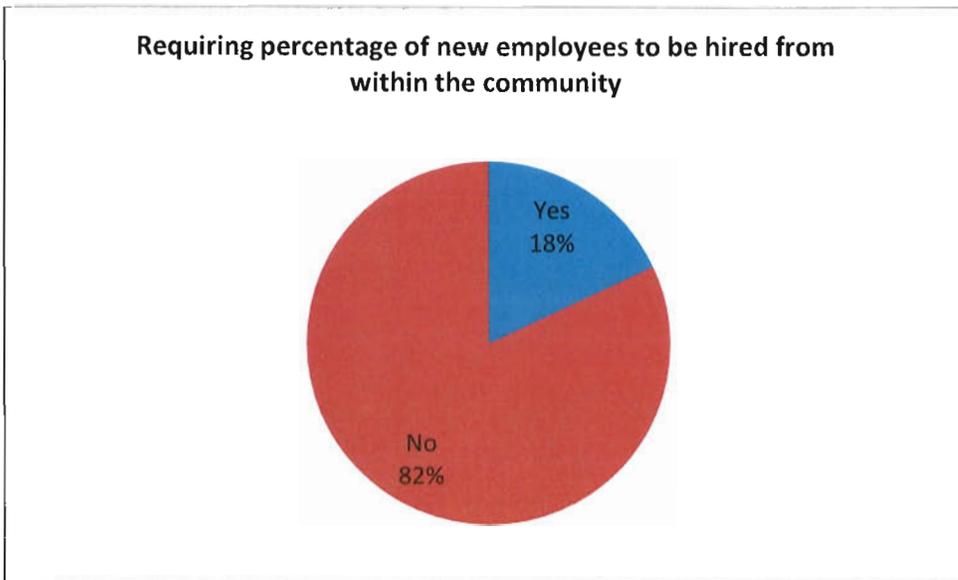
Do you measure the effectiveness of business incentives?



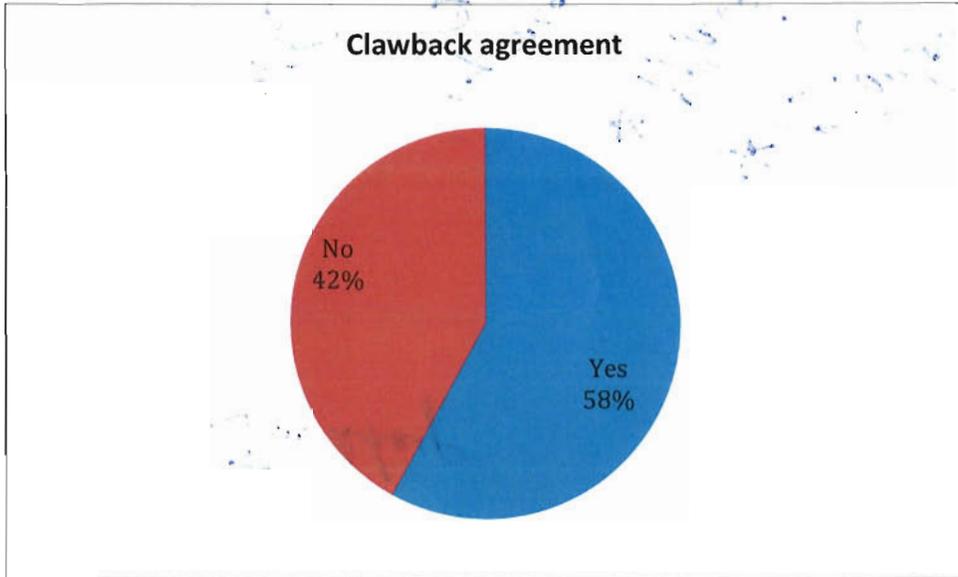
If "yes," please identify which of the following measures are used. (Check all applicable.)



Does your local government ever require a percentage of new employees to be hired from within the community as a condition for providing business incentives?



Does your local government have an agreement in which companies are liable for paying back the value of incentives should they relocate or shut down during the course of the agreement (known as a clawback agreement)?



Do you have a college or junior college in your jurisdiction?

