

DR 82-12 - Joint Venture for
Affordable Housing - ICMA

ACTION

DATE

COMMITTEE _____

M.A.P.C. _____

B.C.C./B. CO. C. _____

FROM: Mr DATE: 8-2-12

ADMINISTRATION	ADVANCE PLANS	CURRENT PLANS	GRAPHICS
<input type="checkbox"/> Lakin	<input type="checkbox"/> Stockwell	<input checked="" type="checkbox"/> Stewart	<input type="checkbox"/> Pierce
<input type="checkbox"/> Walter	<input type="checkbox"/> Schwartz	<input type="checkbox"/> Lytle	<input type="checkbox"/> Commer
<input type="checkbox"/> Doramus	<input type="checkbox"/> Leivo	<input type="checkbox"/> Young	<input type="checkbox"/> Crook
<input checked="" type="checkbox"/> Eubanks	<input type="checkbox"/> Bechtel	<input checked="" type="checkbox"/> Chambers	<input type="checkbox"/> Garland
<input type="checkbox"/> Hanson	<input type="checkbox"/> Curfman	<input type="checkbox"/> Fleck	<input type="checkbox"/> Singhal
<input type="checkbox"/> Henderson	<input type="checkbox"/> Dudark	<input checked="" type="checkbox"/> Regley	<input type="checkbox"/> Whitney
<input type="checkbox"/> Lakin, E.	<input type="checkbox"/> Flynn	<input checked="" type="checkbox"/> Swartz	<input type="checkbox"/> —
<input type="checkbox"/> Nelson	<input type="checkbox"/> Hart	<input type="checkbox"/> Shirkey	
<input type="checkbox"/> Scott	<input type="checkbox"/> Losew	<input type="checkbox"/> McDonald	
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	<input type="checkbox"/> Vinson		
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| <input type="radio"/> Note & Return | <input type="radio"/> Signature |
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REMARKS (3) Infile DR - Re Affordable Housing - ICMA

Reley

EXECUTIVE SUMMARY
ICMA AFFORDABLE COMMUNITY DEMONSTRATION PROJECT
WICHITA, KANSAS

Under the Affordable Community Project, ICMA has worked with a selected group of communities (15) to help them modify building codes, subdivision regulations, zoning ordinances, and their accompanying permit procedures, without compromising the basic health and safety considerations that these rules were enacted to protect. The two major activities undertaken in the Wichita demonstration were the development of a specific infill demonstration project in cooperation with the Wichita Area Builders Association and a workshop which used the demonstration project as its focal point.

Wichita began this project by participating in a Technical Assistance Planning Workshop in San Antonio, Texas on February 24, 25, and 26, 1982 with a team from Wichita consisting of the City Manager, Vice Mayor, a representative of the local home building industry, and the Housing Development Director. At that workshop, Wichita designed its program around two major activities:

1. The development of local support for improving codes and administration; and
2. The development of a specific infill demonstration project in cooperation with the Wichita Area Builders Association. This project was scheduled to be completed within approximately 60 days, in time for the Wichita Area Builders Association's annual Parade of Homes.

In developing local support, a workshop was proposed which would focus public attention upon the Affordable Community Project and directly involve developers, builders, realtors, and public officials in an exchange of ideas. The workshop would involve ICMA assistance in providing outside experts with direct experience in similar projects in other communities. It was later decided to hold the workshop on June 16, 1982, during the week of the Parade of Homes, to:

1. allow a review of the demonstration project as a part of the workshop; and
2. take advantage of the publicity generated by both the demonstration and the workshop to encourage public recognition of them as one interrelated effort towards developing an affordable community strategy, and not as separate and isolated events.

Development of the demonstration project has been both interesting and revealing. First, existing codes and ordinances created no difficulty as attested to by the builder of the demonstration project. Most problems encountered were administrative in nature.

10/4/82

The demonstration project's specific goal was to construct one or two dwelling units of approximately 800 square feet of living space, which would sell for a market price of approximately \$40,000. These dwelling units would be designed in such a fashion that they could become a prototype for certain types of infilling projects. More specifically, a duplex unit was designed that could be built upon a typical 50 foot frontage lot. The duplex units could then be sold as twin homes on a zero-lot line concept.

The following activities were undertaken to implement the ICMA project:

1. Wichita requested ICMA technical and financial assistance for the workshop.
2. A site was selected for the demonstration project. Time constraints dictated that the site be city-owned urban renewal property in the Midtown Neighborhood.
3. The developers selected by the Wichita Area Builders Association began the design process of the prototype unit in collaboration with the Housing Development Division staff.
4. A series of meetings occurred with the Midtown Citizens Association, Inc. to solicit their support and participation in the project.
5. The Department of Housing and Economic Development was working on a single-family bond program to be available that summer and proposed to use funds from the bond sale as the permanent financing for the demonstration units. The bond program was successful and permanent financing was secured at 13.4%.
6. Because the builder did not have adequate time to do any market research, the City reduced some of the costs and risk in undertaking this demonstration by putting up the site as security for the interim construction financing required of the demonstration project. Using the site chosen and the specific prototype design, this would allow for the development of four buildings containing eight dwelling units. An agreement was entered into with the builder that, as soon as the demonstration units were sold, he would pay for the site from the sale of those units and proceed to develop the balance of the parcel. This also saves him the front-end expense of taking down the land prior to the construction of the demonstration units. The lender, Wichita Federal Savings and Loan, is a member of the Wichita Area Builders Association and volunteered to provide the construction financing for the project.

In order to further reduce the risk and induce the builder to risk building the demonstration units, we successfully found a stand-by purchaser of the demonstration units, Mennonite Housing Rehabilitation Services, Inc., who agreed to purchase the units at cost. This did not provide the builder with any profits, but it did guarantee him against loss. Unfortunately, this arrangement failed because of administrative problems in negotiating the contracts. However, the builder accepted the risk and chose to go ahead without a stand-by purchaser. The builder has shown a remarkable acceptance of risk in the project. In fact, he was erecting the roof on the structure by the time we completed the closing of the property sale to him. Without his enthusiasm for the project, we would never have been able to meet the time table for this demonstration project.

Major problems identified in carrying out this demonstration were as follows:

In negotiating the sales contract for project land, what started out to be a five-party transaction ended up with only three participants: the tender, the developer, and the City, with the Neighborhood Association playing a planning role rather than a developer role, and the Mennonite Housing Rehabilitation Services, Inc. dropping from the transaction all together.

No problems were encountered related to codes and ordinances. The property was already zoned to permit the proposed demonstration. A minor plan change was necessary to the Land Disposition Supplement of the Urban Renewal Plan for the site in order to permit the density proposed for these duplex units. This minor plan change was recommended by the Economic Development Commission and the City Commission approved this recommendation.

One major administrative problem was encountered relative to the unpaved alley. The preliminary decision by the developer to provide garage access from the alley required paving the alley. The developer did consider providing a graveled or sanded surface as access in the alley, but administrative policy was not to issue building permits which required alley access unless the developer had agreed to provide the financing for paving the entire alley if abutting property owners would not participate in the financing of such an improvement. Since this was a demonstration project, the Central Inspection Division decided to waive this requirement and the Housing Development Division proposed to solicit the surrounding property owners in an attempt to get a majority petition signed for paving of the alley. When the petition was prepared, however, along with the cost estimate from the office of the City Engineer, the cost of paving the alley appeared to be too great a burden as it related to our goal of an affordable housing unit with an approximate \$40,000 price tag. The matter of whether or not to pave the alley, even if the City agreed to pick up the portion of the cost not directly assessable to this demonstration project, is still undecided. The

alley was graded and sanded for the Parade of Homes. The decision on the paving of the alley remains open and may ultimately be decided by the initial buyers of these demonstration units.

This project has some immediate benefits above and beyond the specific demonstration and the Affordable Community Project:

1. The experience of involving the neighborhood associations, specifically the Midtown Citizens Association, Inc., in the planning of a redevelopment project in their neighborhood. The success of this undertaking can be repeated in other neighborhoods.
2. This demonstration is the beginning of an active development of urban renewal land in the Midtown project and should encourage future development.

In a HUD sponsored study on urban infill, prepared by Real Estate Research Corporation, five basic actions have been identified that encourage urban infill:

1. Stimulating developer interest in infilling. This was accomplished in this project by participating in the Parade of Homes, which drew the attention of all the builders who belong to the Wichita Area Builders Association to this particular demonstration project.
2. Removing obstacles created by government. Although the particular demonstration parcel did not require zoning changes or major variances in set-backs, there are still some problems to resolve, such as treatment of the alley.
3. Creating neighborhood support for infilling. The approach used generates support for specific infilling projects and eliminates delays caused by conflicts when neighborhood groups are not involved in the process. It also draws attention to the benefits of infilling to other neighborhood groups in other neighborhoods and thereby promotes infilling.
4. Addressing market weaknesses or uncertainty because of poor area image. This specific demonstration eliminated some risk to the builder, or rather shared the risk by deferring payment for the land. The project improved the image of the area by its participation in the Parade of Homes, by its support from the neighborhood association, by its proximity to downtown, and by the City commitments made to this demonstration project and to this area.
5. Addressing specific site problems. We have reduced the high cost of infill land by writing down the price of the land to a number that is appropriate to our goal of a \$40,000 dwelling unit, and by also participating with the lender and accepting some of the

risk during the construction period. We were able to provide below-market-rate financing through mortgage revenue bonds, for the permanent financing of these units.

In summary, our experience to date points up a need for City government to play an active role to encourage infilling. Government traditionally takes at best a passive role, if not a negative position of review, where the developer is sent back to the drawing board a number of times if all perceived problems are not successfully addressed in his plans and applications. If there is not someone in-house carrying the ball for the project, then infill development will probably not occur except in very profitable situations. Developers will probably choose to avoid the hassle for those projects which would produce only marginal or, at best, normal profits.

SCRIPT FOR SLIDE SHOW (DRAFT)

This slide presentation does not include any title slides. If title slides were to be inserted, they should be to divide the presentation into six distinct parts:

- Part 1: Slides 1-5 are of the demonstration project.
- Part 2: Slides 6 and 7 are of the project area.
- Part 3: Slides 8-11 show historic rehabilitation going on in other parts of the neighborhood.
- Part 4: Slides 12-17 show the Riverside neighborhood infill project.
- Part 5: Slides 18-22 show other infill projects going on in the northeast community, being built by minority contractors.
- Part 6: Slide 23 shows the proposed site plan for the West Bank project, which could be a major residential infill project in the downtown area.

The demonstration project

- Slide 1: Before redevelopment
- Slide 2: After redevelopment
- Slide 3: Site plan
- Slide 4: Floor plan
- Slide 5: Front elevation

Slide 1 shows the existing character of the neighborhood with its turn-of-the-century houses. This particular project area was a working class neighborhood.

Slide 3, the site plan, illustrates the basic concept of the design in that this particular prototype unit will sit on an existing 50 foot parcel, which is typical of vacant lots throughout the older portions of the city. Many of these areas were subdivided into 25 foot lots, which took two lots to have a buildable parcel. In this case, the prototype is designed to be sold as two separate units with a lot split, giving each buyer a 25 foot parcel. Access to the garage is from the alley.

Slide 4, the floor plan, shows the concept of the two units being sold. One is a typical two-bedroom, one bath, with 800 square feet of living space and a full basement. The other design is a more contemporary living arrangement of perhaps two single persons, with two separate master bedrooms and their adjoining baths. It also has 800 square feet with a full basement and a deck at the rear of the structure. The other unit has a porch in front.

Slide 5, front elevation, illustrates the influence of the neighborhood association, which convinced the builder to design the exterior to give the impression of a 1920's bungalow which occur in quantity throughout the neighborhood.

Slide 6 shows the real estate across the street, which will be sold in the near future for similar owner-occupied housing, with the rehabilitation of the existing structure.

Slide 7 is a map showing land that was acquired and cleared by the City and is available for redevelopment in the project area.

Slide 8 is the Griffenstein house at the corner of 10th and Waco, roughly two blocks west of the project site.

Slide 9 is the Victorian House Museum, approximately eight blocks southeast of the project site.

Slide 10 is the historic Carlisle House, approximately six blocks east and slightly north of the project site.

Slide 11 is the Clapp property sold by the City for \$112,500 and currently undergoing restoration at a cost of \$300,000. It is located eight blocks north of the project.

Slides 12-17 illustrate redevelopment infill by two separate developers at the corner of Franklin and Nims in the Riverside neighborhood, where the City acquired substandard commercial property and cleared the area making it available for these condominium developments. The slides are arranged on a before and after basis starting with the southeast corner of Franklin and Nims.

Slides 12 and 13: Before and after

Slides 14 and 15: Looking northwest at the southeast corner of Frank and Nims before and after.

Slides 16 and 17: Looking south and east at approximately the alley west of the intersection at the same southeast corner location on a before and after basis.

Slides 18-21: Projects by Richard Harris. These are pre-manufactured units hauled to the site in a semi-complete condition, with garages built on-site.

Slide 22 is a project by Marvin Washington, also a prefabricated unit but taken to the site in panels.

Slide 23 shows a preliminary layout for condominium development of West Bank. This site should be available by the first of the year for redevelopment proposals and could represent a substantial infill of housing in the downtown area.

THE CITY OF WICHITA

OFFICE OF Housing & Economic Development

DATE March 24, 1982

102

TO E. H. Denton, City Manager

FROM Don E. Anderson, Director

RECEIVED

MAR 26 1982

METROPOLITAN PLANNING

ROUTE

SUBJECT

City Clerk's Agenda Item
for the meeting of
March 30, 1982
Contract with Midtown
Citizens Association, Inc.
ICMA Affordable Community
Demonstration Project

Attached is the final contract to be executed with the Midtown Citizens Association, Inc. With the signing of this document, this completes a major effort by city staff to fulfill our obligation to the demonstration infill project under the Affordable Community Demonstration Project sponsored by ICMA and HUD.

Some details of this contract have been changed from the preliminary draft that was approved by the City Commission on March 16, 1982 and, therefore, it will be necessary to at least schedule this for the City Clerk's agenda of March 30, 1982. With the signing of this contract and its companion contract between the Midtown Citizens Association, Inc. and Jim Miner, representing the Wichita Area Builders Association, Mr. Miner will be able to break ground and meet his 60 day construction time table for the demonstration units. This contract has been drawn specifically with the goals of the infill demonstration project in mind in that it accomplishes the following:

1. It stimulates developer interest in infilling by being a part of the Parade of Homes under the sponsorship of the Wichita Area Builders Association;
2. It demonstrates removing obstacles created by government by reducing delays in project review, and demonstrates staff's ability to be ombudsmen and expeditors for infill projects;
3. It creates neighborhood support for infilling by directly involving a neighborhood-based nonprofit local development corporation in joint venture with the builder selected by the Wichita Area Builders Association. Three meetings have been held with the neighborhood association to negotiate this contract and to review plans for the prototype units;
4. The contract addresses market weakness and poor area image by not only involving a local development corporation and neighborhood interests, but also by involving loan

E. H. Denton
Contract with Midtown
Citizens Association, Inc.
March 24, 1982
Page two

guarantees and standby buyers for the demonstration project itself, as well as continued development in this particular project. It also provides below-market financing through mortgage revenue bonds for the permanent financing;

5. The contract addresses site problems such as the land price writedown to cover the out-of-pocket costs, such as hidden obstructions underground involving old foundations and inadequate compaction of filled basements. It provides an allowance to cover the cost of fencing and substantial landscaping in order to build an adequate buffer and sound barrier between the dwelling units and the railroad, as well as screening less attractive views of adjacent industry. This particular feature has the added benefit of encouraging the developers and builders to build greater density upon the site, thereby making more efficient use of the land as well as generating additional tax base.

We believe this to be a good contract that not only meets the needs of this specific demonstration, but also sets the stage for additional development by Mennonite Housing Rehabilitation Service, Inc. We believe that this contract not only provides the basis for a sound demonstration infill project, but will provide the catalyst for the complete redevelopment of all urban renewal property within its vicinity.

There is a paved parking lot existing upon the demonstration parcel that will need to be demolished. However, we have anticipated that we could use this during the demonstration for visitor parking. It is anticipated that the City will demolish this paving upon completion of the demonstration.

This contract has been reviewed and approved by the executive board of Midtown Citizens Association, Inc. The original contract was approved by the City's legal staff and they are currently reviewing the revisions. We recommend the contract be approved by the City Commission and signed on Tuesday, March 30, 1982. This will complete

E. H. Denton
Contract with Midtown
Citizens Association, Inc.
March 24, 1982
Page three

our commitment to the builder to deliver the land so that he can break ground by the first week of April. The builder's enthusiasm is high, the neighborhood association support is strong, and we firmly believe that this will be a successful demonstration.



Don E. Anderson
Director

DEA/FS/mjw
attachment
cc: Frank E. Smith
Donald C. Gisick
Bob Lakin ✓
Wayne Isaac
John Dekker
Bob Feldner

special feature



supplement #2 to
newsletter
ICMA

March 22, 1982
Vol. 63, No. 6

ICMA CONSULTANTS WANTED

(Miracle Workers Need NOT Apply)

Have you (or has someone you know) had experience with:

- streamlining zoning ordinances
- encouraging cluster development
- dealing with neighborhood fears about "affordable housing"
- changing from "traditional" to "performance" zoning
- making mobile homes likable
- creating infill development incentives?

ICMA's Affordable Communities Project is seeking resource people to serve on multi-disciplinary teams for short term assignments to help improve local land development procedures in ten localities. Emphasis is on helping managers eliminate unnecessary red tape and create positive incentives for affordable development. Working with one of these localities will involve 1-3 two-day site visits and is sure to be a stimulating change of pace. You'll be dealing with motivated community leaders who are looking to get new ideas on regulatory reform from someone who's already had some experience. Each of the localities has been working intensively to define what they want to accomplish in regulation reform and how a resource team can help them, so you can be sure that your time won't be wasted if you volunteer to serve on a visiting team.

Take a few minutes to think about how your experience--and also that of a developer, planner, or manager you know--could benefit one of these localities. It's a great opportunity to help a colleague and your profession. ICMA will pay all travel, meal, and lodging expenses connected with work on this project. Your investment is your time, and we bet that the opportunity to learn by sharing ideas will be well worth it. Read our "want ads" and let us know if you'd like to help. Just send the resource form (see reverse) to Cheryl Farr at ICMA, or call 202/626-4632.

MANUFACTURED HOUSING

East Windsor Township, NJ (21,000), a rapidly growing suburban/rural community seeks ideas on equitable policies to relocate modest income families from small (100-150 lot) older trailer parks in areas now zoned for alternative uses. Desires city managers/planners with experience in relocation programs. Also seeking innovative ordinances for new mobile home subdivisions/parks.

INFILL DEVELOPMENT/REDEVELOPMENT

Wichita, KS (280,000), a moderate growth central city, seeks city leaders to share examples of successful infill projects, discuss regulatory incentives that encourage infill development/redevelopment, and help convene a Wichita infill workshop.

ENCOURAGING FLEXIBLE DEVELOPMENT

San Antonio, TX (1,000,000), seeks builder/developer and planner to help city encourage innovative and lower cost development through adoption of performance zoning. Experience with residential performance standards and density bonuses a must.

INCREASING DENSITY/STREAMLINING STANDARDS

Scottsbluff, NE (15,000), a slow growth independent community, seeks public/private team to help evaluate options for increasing density; encouraging alternative housing types; and streamlining zoning and subdivision standards and review process.

International
City
Management
Association



<p><u>RESIDENTIAL DENSITY INCENTIVES</u></p> <p>Casper, WY (51,000), a fast-growth regional business center, seeks planners and city managers who've developed innovative ways to encourage higher density residential development within the constraints of traditional zoning. Effective involvement of the private sector especially neighborhoods, a must.</p>	<p><u>SIMPLIFYING ZONING</u></p> <p>Chesterfield County, VA (155,000), a rapidly growing major suburban, full-service community, located south of Richmond, seeks contact with similar communities for input on simplifying zoning ordinance and identifying methods of dealing with alternative forms of residential development.</p>
<p><u>AFFORDABLE, QUALITY HOUSING</u></p> <p>Bellingham, WA (46,000), a moderate growth, industrial university city, seeks professionals experienced with cluster development and performance-oriented site standards that reduce development costs to evaluate new ordinance's effectiveness in these areas. Concern with tradeoffs between affordable housing and neighborhood quality is vital.</p>	<p><u>ZONING FOR DOWNTOWN</u></p> <p>Spartanburg, SC (45,000), a moderate growth regional center, seeks help from planners, attorneys, and building and fire code officials in drafting special zoning and building regulations to encourage new investment downtown, including mixed use and residential development.</p>
<p><u>STREAMLINING PERMITS AND INSPECTIONS</u></p> <p>Gainesville, FL (85,000), a central city with university, seeks elected officials/planners/ Planning Board representatives to share experiences with new public/private task force on ways to streamline permit review process and inspections.</p>	<p><u>FLEXIBLE REDEVELOPMENT INCENTIVES</u></p> <p>Columbus, OH (570,000), a slow growth central city, seeks development director/developer team with experience in modernizing zoning codes to help develop regulations for overlay district, to offer flexible incentives for higher density redevelopment of older neighborhoods.</p>

RESOURCE FORM

Your help can be offered individually or as a city/county team. Just fill in this form and send it to Cheryl Farr at the address shown below by April 2nd, or call 202/626-4632.

Name _____ Address _____

Title _____ City/County _____

Phone () _____ State _____ Zip _____

Yes! I'd like to know more about joining a resource team to help _____
(locality/localities)

There are other people from my city/county who'd be interested in participating with me. Our team's expertise includes (e.g., developer, manager, planner, etc.):

I (we) could help because of my (our) experiences with:

Feel free to send additional information explaining your community's efforts and/or the previous experience you have which could benefit the technical assistance recipient.

THE CITY OF WICHITA

OFFICE OF Housing & Economic Development DATE March 12, 1982

TO Honorable Board of City Commissioners
 through E. H. Denton, City Manager

FROM Don E. Anderson, Director

SUBJECT Agenda Item for meeting of
 March 16, 1982
 ICMA Affordable Community
 Demonstration Project

The International City Management Association (ICMA) has begun a new effort to help cities and counties to simplify local land use regulations in order to stimulate local housing, business, and community development. Under the new Affordable Community Project, ICMA is working with a selected group of communities (15) to help them modify building codes, subdivision regulations, zoning ordinances, and their accompanying permit procedures, without compromising the basic health and safety considerations that these rules were enacted to protect.

Wichita has been selected as one of the communities to participate in the Affordable Community Project. On February 24, 25, and 26, 1982, a team from Wichita, consisting of the City Manager, Vice Mayor, a representative from the local home building industry, and the Housing Development Director, attended a technical assistance planning workshop in San Antonio, Texas.

As a part of Wichita's participation in this program, it is proposed that we build a demonstration project, and record all of the administrative problems and their related costs in bringing this project to completion. A very short time table is proposed in order for this project to be included in the annual parade of homes, which will occur on June 6, 1982. This will also provide an excellent test to see whether the administrative mechanisms at City Hall can meet the demands of fast tracking a specific project.

A second activity pursued under this program would be the development of local support for improving codes and administration. Two projects are proposed under this objective: (1) a local workshop in which teams from other communities would participate; and (2) research trips by teams of technicians and administrators to other cities involved in infilling projects. The travel budgets for the above activities, along with any expenses, would be born by ICMA. In addition, we would be looking to ICMA for specific research and program drafting expertise.

Board of City Commissioners
Affordable Community Demonstration Project
March 12, 1982
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The goal of this project is to construct one or two dwelling units on City-owned urban renewal land in the Midtown neighborhood. The builder of these units would be selected by the Wichita Area Builders Association, who would work directly with the Housing Development Director, the Planning Director, and the Superintendent of Central Inspection. The initial concept for the dwelling unit(s) is a unit consisting of approximately 800 square feet, which would sell at a market price of approximately \$40,000.

The City will use land that it currently owns in Midtown as security to leverage the interim financing for one or two infilling projects. In order to legally use urban renewal proceeds and/or CDBG funds in relationship to construction of new housing units, it is required that a neighborhood-based non-profit local development corporation implement the project. We have met with the Midtown Neighborhood Association and they have the necessary legal qualifications to fulfill this function and have agreed to do so. In addition, Mennonite Housing Rehabilitation Services, Inc. has also agreed to joint venture with this neighborhood development corporation.

The following steps are required to implement the project:

1. The City, under contract with the neighborhood development corporation, would agree to provide the land as security for the financing of housing in the Midtown project.
2. The neighborhood development corporation would then joint venture with builders, both profit and non-profit, on specific infill projects.
3. The Department of Housing and Economic Development is currently working on a single-family bond program to be available this spring. It is proposed that funds from the bond sale would be used as the permanent takeout for the dwelling unit built in this project.
4. The sale of the demonstration unit would then pay the City for the land occupied by the dwelling unit built, with any profit shared by the joint venturers. The non-profit neighborhood development corporation and any non-profit builders would be required to recycle their profit back into additional housing projects within this neighborhood or other inner-city neighborhoods.

Board of City Commissioners
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5. In addition to the transaction above, we will attempt to provide a stand-by takeout for these units in the event the single-family bond program does not take place. Mennonite Housing Rehabilitation Services, Inc. has volunteered to be the purchaser-of-last-resort of the first units built under this demonstration project, which does give the project a stand-by purchaser with permanent financing. Mennonite Housing Rehabilitation Service also wishes to undertake a separate project in which they would begin construction of owner-occupied and/or rental units for the elderly.

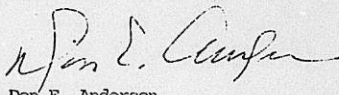
The benefits from participating in this demonstration are not only achieving lower costs of development through modernization of local development regulations, but also:

1. The creation of a neighborhood development corporation, which, together with Mennonite Housing Rehabilitation Services, Inc. as a non-profit builder, can redevelop those parcels involving risks too great to be acceptable to builders and developers requiring profits. This joint venture is transportable to other neighborhoods in need, such as McAdams;
2. This would be the beginning of active development of land in the Midtown project and would encourage further development; and
3. Last, but not least, this would implement the sale of urban renewal land held in the Midtown project.

This project was approved by the Economic Development Commission at their meeting of March 11, 1982.

Board of City Commissioners
ICHA Affordable Community Demonstration Project
March 12, 1982
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The Department of Housing and Economic Development recommends that the City Commission authorize the mayor to sign a real estate contract with the Midtown Neighborhood Association for the purchase of land in the Midtown neighborhood after the legally required advertisement period has been met, and authorize staff to proceed with the implementation of this project.



Don E. Anderson
Director

DEA/FS/mjw
cc: Frank Smith
Bob Lakin ✓
Wayne Isaac
Jim Minor
Bob Feldner

THE CITY OF WICHITA

RECEIVED

Lakin
mm

MAR 16 1982

METROPOLITAN PLANNING

ROUTE



OFFICE OF THE CITY MANAGER
CITY HALL - THIRTEENTH FLOOR
425 NORTH MAIN STREET
WICHITA, KANSAS 67202
(316) 255-4351

March 12, 1982

Cheryl Farr
Deputy Director
ICMA Affordable Communities Project
International City Management Association
1120 G Street Northwest
Washington, D. C. 20005

Re: Technical Assistance Request

Dear Cheryl:

The City of Wichita would like to request three (3) basic types of consulting assistance under this project:

1. Expert assistance for a local workshop to be held in Wichita in March or April extending over one or two days. Qualifications of these experts should be as follows: a private developer with experience under a streamlined system; a technician, planner or codes administrator with experience under a streamlined system; a convener who may be an experienced public administrator and/or a consultant with the qualifications similar to those of Dick Star from Real Estate Research Corporation, who has experience in dealing with infilling and streamlining.

These three experts would work directly with the Wichita team to plan and implement the proposed workshop. The Wichita team is made up of the following people: Don E. Anderson, Director of Housing and Economic Development (Team Chairman); Robert Lakin, Director of Metropolitan Area Planning Department (Team Member); and Bob Feldner, Superintendent of Central Inspection (Team Member). The resource team would be furnished with general data concerning the community and specific information about the codes and ordinances currently being administered in the community. Preliminary workshop planning conference could be held by conference telephone under the leadership

Cheryl Farr
Technical Assistance Request
March 12, 1982
Page two

of the convener. The resource team would be invited to come to Wichita at least one day in advance of the workshop in order to view the City first hand and observe the existing operating systems.

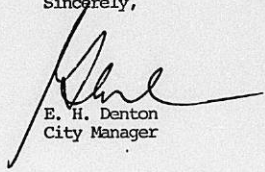
The main objective of the resource team visit to Wichita and the workshop, specifically will be to focus public attention upon the proposed streamlining. All oral and written recommendations of the resource team would be recorded, local technicians would then use this information as a basis for all proposals for improvements to the systems. The resource team would be asked to review these proposals before final implementation of any changes.

2. Assistance is requested in the form of technical assistance from cities who have successfully completed infill projects, particularly those relating to streamlining of the regulatory process. This technical assistance would take a form of offering their community as a completed demonstration and technical staff to interpret that demonstration to visiting officials from the City of Wichita. It is anticipated that these site visits would require a minimum of one (1) day and no more than two (2) days time of the technical staff from those cities involved. It is anticipated that technical teams from Wichita would consist of approximately three (3) individuals with the travel costs and expenses based on a two day trip. Cities that have been given preliminary consideration are Seattle, Miami, Rochester, St. Louis, Denver, and Dallas.
3. Technical assistance is requested in research and identification of sources of information relating to building code innovations, process streamlining, letters of agreement and self-inspections. Some expert consultation is also desired for review of the end products drafted by local technicians.

Cheryl Farr
Technical Assistance Request
March 12, 1982
Page three

The other half of our effort is an actual demonstration project to be constructed by June 6, 1982. The attached material was presented to the Economic Development Commission at their March 11, 1982 meeting, at which they approved the program and recommended it's adoption by the City Commission.

Sincerely,



E. H. Denton
City Manager

EHD/FS/mjs
attachment
cc: Don E. Anderson
Frank Smith
Bob Lakin ✓
Bob Feldner

THE CITY OF WICHITA

OFFICE OF Housing & Economic Development

DATE March 11, 1982

TO Economic Development Commission

FROM Don E. Anderson, Director

SUBJECT ICMA Affordable Community Project
Modernization of Local
Development Regulations

The International City Management Association (ICMA) has begun a new effort to help cities and counties to simplify local land use regulations in order to stimulate local housing, business, and community development. Under the new Affordable Community Project, ICMA is working with a selected group of communities (15) to help them modify building codes, subdivision regulations, zoning ordinances, and their accompanying permit procedures, without compromising the basic health and safety considerations that these rules were enacted to protect.

Wichita has been selected as one of the communities to participate in the Affordable Community Project. On February 24, 25, and 26, 1982, a team from Wichita, consisting of the City Manager, Vice Mayor, a representative from the local home building industry, and the Housing Development Director, attended a technical assistance planning workshop in San Antonio, Texas. At this workshop, the Wichita portion of this project was determined to be focused as follows:

A program to deal with the problems of infilling within the existing developed community. Two major activities would be pursued:

1. The development of local support for improving codes and administration; and
2. The development of a specific infill demonstration project in cooperation with the Wichita Area Builders Association.

Under the heading of "development of local support", two activities are anticipated to be financed by ICMA technical assistance. One is support for a local workshop in which teams from other communities would participate, made up of a developer, a public official, and a convener, all of whom would have experience in similar undertaking from other communities. The second activity would be in the form of research trips by teams of technicians and administrators to other:

RECEIVED

MAR 11 1982

METROPOLITAN PLANNING
ROUTE _____

Economic Development Commission
ICMA Affordable Community Project
March 11, 1982
Page two

cities involved in infilling projects. The travel budgets for the above activities, along with any expenses, would be born by ICMA. In addition, we would be looking to ICMA for specific research and program drafting expertise.

The second portion of the program is the demonstration project. The goal of this project is to construct one or two dwelling units in time for the parade of homes on June 6, 1982. These units would be built on city owned urban renewal land in the Midtown neighborhood. The builder of these units would be selected by the Wichita Area Builders Association, who would work directly with the Housing Development Director, the Planning Director and the Superintendent of Central Inspection. The initial concept for the dwelling unit(s) is a unit consisting of approximately 800 square feet, which would sell at a market price of approximately \$40,000. In order to accomplish this portion of the program, it is anticipated that this project will have to be on a very fast track.

The City will use land that it currently owns in Midtown as security to leverage the interim financing for one or two infilling projects. In order to legally use urban renewal proceeds and/or CDEG funds in relationship to construction of new housing units, it is required that a neighborhood-based non-profit local development corporation implement the project. We have met with the Midtown Neighborhood Association and they have the necessary legal qualifications to fulfill this function and have agreed to do so.

The following steps are required to implement the project:

1. The City, under contract with the neighborhood development corporation, would agree to provide the land as security for the financing of housing in the Midtown project.
2. The neighborhood development corporation would then joint venture with builders, both profit and non-profit, on specific infill projects.
3. The Department of Housing and Economic Development is currently working on a single-family bond program to be available this spring. It is proposed that funds from the bond sale would be used as the permanent takeout for the dwelling unit built in this project.
4. The sale of the demonstration unit would then pay the City for the land occupied by the dwelling unit built, with any profit shared by the joint venturers. The non-profit neighborhood development corporation and any non-profit builders would be required to recycle their profit back into additional housing projects within this neighborhood or other inner-city neighborhoods.


Economic Development Commission
ICMA Affordable Community Project
March 11, 1982
Page three

5. In addition to the transaction above, we will attempt to provide a standby takeout for these units in the event the single-family bond program does not take place.

The benefits from participating in this demonstration are not only achieving lower costs of development through modernization of local development regulations, but also:

1. The creation of a neighborhood development corporation, which can pursue other projects which have higher risks than are normal to private for-profit groups. This corporation and the associated experience is transportable to other neighborhoods in need, such as McAdams;
2. This would be the beginning of active development of land in the Midtown project and would encourage further development; and
3. Last, but not least, this would implement the sale of urban renewal land held in the Midtown project.

If this proposal meets with this board's approval, we will take this proposal to the City Commission, asking them for authority to implement these arrangements and this specific project.



Don E. Anderson
Director

DEA/FS/mjw
cc: E. H. Denton
Frank Smith
Bob Lakin ✓
Wayne Isaac
Jim Minor

THE CITY OF WICHITA

OFFICE OF Housing & Economic Development DATE March 2, 1982

RECEIVED

MAR 2 1982

TO Don E. Anderson, Director
FROM Frank E. Smith, Housing Development Director

METROPOLITAN PLANNING
ROUTE _____

SUBJECT ICMA Affordable Community Project

On Wednesday, February 24, 1982, I set out to attend, in your behalf, a technical assistance planning workshop, to be conducted over the 24th, 25th, and 26th of February in San Antonio, Texas. Because of Braniff Airlines, Jim Minor and I arrived at the meeting on Thursday, February 25th, after having missed only some social functions and a general introduction of the communities and the projects they anticipated undertaking.

Following the beginning introductions, two presentations were made. The first presentation was made by the Planning Director from Fort Collins, Colorado, a community of 75,000 population. What Fort Collins has accomplished is to replace the land use element of their comprehensive plan with a set of goals and objectives. Further, they have created a zoning district for planned unit developments that can be substituted for any other zone district. In fact, the staff encourages the use of only planned unit developments. This approach allows for all development considerations to focus primarily on a specific plan and its relationship to its specific surroundings. This process is open to citizen participation by neighborhood planning committees, however the neighborhood committees are not allowed to ignore the established goals and objectives. In their presentation, the Fort Collins staff pointed out the importance of development of guidelines and standards to be established first before entering into such an undertaking. There was also considerable discussion of whether or not this was contract zoning, which is considered illegal in some quarters. These planned unit developments have a two year sunset restriction, at which time they have to reapply if construction has not taken place. Fort Collins seemed to be particularly proud of the fact that they have eliminated parking regulations in favor of letting the private market make that decision through customer demand and the requirements of the lenders financing the projects. Under this process, the city also allows developers to increase the density of the use of the land as a trade-off for other site improvements, specifically landscaping. What makes this process work, effectively saving the developer costly delays which in turn ultimately means a more affordable community, is the fact that there are a number of key staff persons on the planning staff who work directly with developers in expediting project plans including assisting them through public hearings and the neighborhood review process.

Don Anderson
ICMA Affordable Community Project
March 2, 1982
Page two

I am sure Bob Lakin is more intimately familiar with the details of the Fort Collins program and I am sure that you and I would benefit by his comments.

The Phoenix presentation, for a city of some 850,000 population in a metropolitan area of approximately one million, was a bit more professional. Attached are reproductions of the slides that were used during the Phoenix presentation which identify regulatory relief in processing, in ordinances, development coordination, and other improvements used to streamline the development process in the city of Phoenix. Phoenix and Fort Collins follow somewhat the same track in terms of techniques used, including fast-tracking of development applications, the use of infill incentives, by allowing higher densities, and other developer bonuses including rebating of certain fees.

Here again, I believe Bob Lakin would have more detailed information than I was able to bring back with me.

Following the presentations by Phoenix and Fort Collins, the five cities participating broke up to work on their own individual programs, with some assistance from the staff of ICMA, Phoenix and Fort Collins. Our team consisted of the City Manager, the Vice-Mayor, Jim Minor-builder/realtor, and myself. You will recall that in your February 17, 1982 letter, you identified four items sited as priority concerns. Over the course of the afternoon and the following morning, it was determined that items 1, 2, and 4 would be dropped because we did not need ICMA's financial assistance to pursue these, and the Manager felt that he had identified the sources of information sought through the ICMA staff.

The final proposal to be developed in the form of an RFP to ICMA for financing and technical assistance from ICMA focused on in-fill development. The program would follow two tracks:

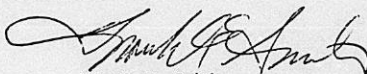
1. Development of local support for improving codes and administration; and
2. A specific demonstration project with built-in cooperation with the Wichita Area Builders Association.

Under the heading of "development of local support", two activities are anticipated to be financed by ICMA technical assistance. One is support for a local workshop in which teams from other communities would participate, made up of a developer who has participated in similar programs, a public official with similar experience, and a convener who may be an experienced public administrator and/or a consultant, such as Dick Star from Real Estate Research Corporation. The second form of technical assistance would be financing research

Don Anderson
ICMA Affordable Community Project
March 2, 1982
Page three

trips by local administrators and technicians to cities involved in in-fill projects, such as Seattle, Miami and Rochester, and/or on a lower budget basis, visiting St. Louis, Denver and Dallas. In addition to the above, we would still be looking to ICMA for specific research and program drafting expertise. This would take place during May through September and would provide preliminary drafts of a zoning in-filled district overlay, building code innovations and amendments, and general process streamlining, such as letters of agreement and self-inspections.

The second track of the program, which would be developing concurrently with the other activities, would be a local action demonstration of an affordable in-fill project. This would involve developing one or two model dwelling units which would be constructed and ready for the home show by June 6, 1982. These units would be built on City-owned urban renewal property in Midtown and the team responsible for putting this project together would consist of myself, representing this department, Bob Lakin for Planning, and Bob Feldner, Central Inspection. Representing the private sector would be Jim Minor, who has agreed to undertake this project with the endorsement of the Wichita Builders Association and the sub-committee chairman of the related sub-committees dealing with land development and codes from the Wichita Builders Association. This team would be responsible for bringing this demonstration to a successful conclusion by June 6, 1982, building a single dwelling unit or duplex not exceeding 800 square feet per dwelling unit at a price not to exceed \$40,000 per dwelling unit. It is anticipated that the City would provide the interim financing for the project and that the permanent take-out would be provided by our single-family bond issue to be sold this spring. We need to meet with Bob Lakin and the City Manager to discuss the preparation of the formal request to ICMA. ICMA has requested materials about the City's resources and needs. I suspect that Bob can supply most of that from existing reports. The new address for ICMA is 1120 G Street NW, Washington, D. C. 20005. The project telephone number is 202-626-4632.



Frank E. Smith
Housing Development Director

FES/mjw
attachments
cc: E. H. Denton
Bob Lakin ✓
Bob Feldner
Wade Pascal

PHOENIX STREAMLINING

ICMA/HUD Successful Cities

INFILL

1. Reduce FARES

2. Increase

3. ... FROM ... INCREASE ...

FOR ...



City of Phoenix
Planning Department

REGULATORY RELIEF - PROCESSING

- FAST - TRACKING
- DOUBLE ADVERTISING/RATIFICATION
- HEARING OFFICERS
 - ZONING ADJUSTMENTS
 - ABANDONMENTS
- SIMULTANEOUS SITE PLANS
- DEVELOPMENT POLICIES, GUIDELINES



City of Phoenix
Planning Department

REGULATORY RELIEF - ORDINANCES

- RESIDENCE DISTRICT REVISIONS

 - 10 DISTRICTS INSTEAD OF 27
 - 4 DEVELOPER OPTIONS
 - OPEN SPACE BONUS

- INFILL INCENTIVES

- SINGLE - USER EMPLOYMENT DISTRICT

- PLANNED COMMUNITY DISTRICT



City of Phoenix
Planning Department

DEVELOPMENT COORDINATION OFFICE (DCO)

- **ONE-STOP DEVELOPER ASSISTANCE**
- **TOP LEVEL STAFF DECISION**
PLANNING
ENGINEERING
TRAFFIC ENGINEERING
COORDINATE WITH OTHER AGENCIES
- **EXPEDITED PROCESSING**



**City of Phoenix
Planning Department**

PUBLIC - PRIVATE COMMUNICATION

- **CITIZEN ADVISORY COMMITTEES**

- URBAN FORM - VILLAGE PLANNING COMMITTEES
 - ZONING ORDINANCE REVISION COMMITTEE
 - CITIZEN BOND COMMITTEE
 - TASK FORCES

- **SPEAKERS BUREAU**

- **DEVELOPER ASSISTANCE**

- LETTER AGREEMENTS
 - FEE WAIVERS

- **RESEARCH INFORMATION**



City of Phoenix
Planning Department

COMMUNITY SUPPORT

- GRASSROOTS PLANNING COMMITTEES
- CHAMBER OF COMMERCE/BUSINESS GROUPS
- PROFESSIONAL ASSOCIATIONS
- SPECIAL INTEREST/GEOGRAPHICAL REPRESENTATION
- MEDIA
- PUBLIC INFORMATION OFFICE



City of Phoenix
Planning Department

CITY - WIDE PRODUCTIVITY

- **EMPLOYEE SUGGESTION PROGRAM**
- **PERFORMANCE ACHIEVEMENT**
- **ORGANIZATIONAL DEVELOPMENT**
 - TRAINING PROGRAMS
 - CAREER LADDERS
 - WORK GROUPS
- **"GREEN LIGHT" AWARDS**
- **INTEGRITY PROGRAM**



City of Phoenix
Planning Department

ICMA'S AFFORDABLE COMMUNITIES PROJECT
MODERNIZING LOCAL DEVELOPMENT REGULATIONS

The International City Management Association (ICMA) has begun a new effort to help cities and counties simplify local land use regulations in order to stimulate local housing, business and community development. Under the new Affordable Communities Project, ICMA is working with a selected group of communities to help them modify building codes, subdivision regulations, zoning ordinances, and their accompanying permit procedures without compromising the basic health and safety considerations that these rules were enacted to protect. ICMA's program includes the following major components:

Selection of 15 Local Governments. ICMA is selecting 15 localities in two categories to participate in its Affordable Communities Project:

- Localities which have already been successful in modifying burdensome regulations or streamlining permit procedures, and which are interested in sharing their successes with ICMA. ICMA will select "model communities" in this category.
- Localities which would like some help in modernizing their local regulations. Ten localities are being selected to receive direct technical assistance from ICMA staff and other resource people.

Learning From Success Workshop. ICMA is assembling teams of public and private sector leaders from the 5 model localities for a 2½ day workshop to identify what made their regulatory reform processes work.

Technical Assistance Planning Workshops. ICMA is beginning the technical assistance component of this project by conducting two 2½ day regional "action planning" workshops. 4-6 cities or counties are attending each session, and each locality is sending a team of public and private sector officials. These workshops are "hands-on" programs to help participants assess their local regulations, develop action plans detailing the steps they will take in modifying their regulations, and specify their follow-up technical assistance needs.

On-Site Direct Technical Assistance. ICMA is identifying specialist resource people, such as local government officials who have worked through a regulatory reform process themselves, to assist project staff in providing appropriate technical assistance to the selected communities. Localities receive between 1-3 site visits from their technical assistance team.

Publicizing The Findings. During the course of this one-year project, ICMA is providing information to its members through publications and presentations. These include:

- A "how-to" guide for local governments.
- A national workshop at ICMA's 1982 Annual Conference in Louisville, Kentucky.
- Presentations at ICMA state association meetings.

FOR FURTHER INFORMATION, contact Stuart Hershey, Director of the Affordable Communities Project, at ICMA, 1140 Connecticut Avenue, N.W., Washington, DC 20036, or phone 202/828-3693.

The International City Management Association is the professional and educational association for appointed chief management executives in local government. Most of ICMA's 7,000 members are appointed town, city and county managers or assistants throughout the United States and Canada. ICMA offers a variety of training programs and publications, all designed to improve the professional competence of local government administrators.

ICMA'S AFFORDABLE COMMUNITIES PROJECT:
TECHNICAL ASSISTANCE FOR REGULATION REFORM

Changing land use regulations isn't easy in any community. The task your locality is undertaking is important to residents and businesses, and it isn't a task that you tackle very often. Some ideas from other communities which have done similar work could be helpful to you but, on the other hand, you know that your community is unique and that regulations which work well in one city might not work so well for you. And then there's also concern about what makes sense for the development sector, citizens, lay boards, staff, and elected officials that will work with and administer any changes that might be adopted.

ICMA's technical assistance provides a unique opportunity for you to use the association's network of 7,000 local government officials to link up with the expertise of others -- not just to get a copy of a model ordinance or process but to "borrow" the people who thought it up and "sold" it to the community. You can discuss the questions you have about how they handled specific issues you're worried about -- from the technical problems to the implementation and management concerns that are often hard to anticipate. And, you'll also have the opportunity to have these "experts" question you, to help you broaden your thinking about your plans and strategy. What's more, the expertise you can draw on doesn't have to be limited to local officials who've been through a similar process. You may want some other kind of advice, perhaps from a developer, a banker, a development consultant, or lawyer. How your locality uses this technical assistance is limited only by your imagination and needs.

There are, of course, limits to the amount of on-site technical assistance which ICMA's Affordable Communities Project can provide to the ten technical assistance communities. As a rough estimate, we expect that each locality will receive two on-site visits from their resource team lasting two to three days each time. Resource teams will also be available for some telephone and mail consultation. In some cases, you may feel that having a resource team come to you will be most helpful; in others, you may prefer to go to them. The arrangements that your locality wants will be roughed out at the upcoming workshop which will initiate our joint efforts. Based on those discussions and follow-up conversations, ICMA will work to find the resource team that will best meet your requirements. ICMA staff will also provide supplemental information on strategies and practices used by other communities, when possible.

ICMA's objective in assisting the ten localities receiving technical assistance is to gather information which can be used to share their experiences with other communities -- to help explain how regulatory reform can work to the benefit of local governments, the development sector, and consumers. The localities selected for this project indicated a level of commitment and determination to move forward that we think makes them destined for success. We're excited to be working with each of the communities, and believe that the results of your efforts will be helpful to communities nationwide who hope to move forward in making land use regulations function more effectively.

The International City Management Association is the professional and educational association for appointed chief management executives in local government. Most of ICMA's 7,000 members are appointed town, city and county managers or assistants throughout the United States and Canada. ICMA offers a variety of training programs and publications, all designed to improve the professional competence of local government administrators.

REGULATION REFORM TECHNICAL ASSISTANCE CITIES WORKSHOP
February 24-26, 1982

LIST OF PARTICIPANTS

Bellingham, Washington

(206) 676-6979

Office of the Mayor
210 Lottie Street
Bellingham, WA 98225

Mayor Ken Hertz
Gregory Waddell, Planning Director
Dave Wolf, Councilman and former President,
Local NAHB

Casper, Wyoming

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City of Casper
200 North David Street
Casper, WY 82601

Mary Clark, Director of Housing and
Community Development
Joe Corrigan, Councilman
Joe Mock, Developer and Planning Commission
Member

Columbus, Ohio

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City of Columbus *N. ARLOM*
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Columbus, OH 43215

Don Cary, Fritsche Association
Lin Carver, Acting Administrator, Planning
Division
Ben Espy, Councilman
Ralph Smithers, Director of Development

San Antonio, Texas

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City of San Antonio
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San Antonio, TX 78205

Art Burdick, President, Greater SA Builders
Association
Karen Davis, Executive Assistant to the
City Manager
William Dodds, Chairman, Planning Commission
Roland Lozano, Planning Director
Michael O'Neil, Planner, City of San Antonio, TX

Wichita, Kansas

(316) 268-4351

City Hall--13th Floor
455 North Main Street
Wichita, KS 67202

Frank Smith, Housing Development
Director
A. F. (Tony) Casado, Vice Mayor
E. H. (Gene) Denton, City Manager
James D. Miner, Developer, Crown III Realty

Speakers

Rick Counts, Director of Planning,
Phoenix, AZ
Curt Smith, Director of Planning and
Development, Fort Collins, CO

LIST OF PARTICIPANTS (cont.)

HUD

Liza Bowles, Office of Community Planning
and Development
Ron Morony, Office of Energy, Building
Technology, and Standards Research

ICMA Staff

Cheryl Farr
Stu Hershey
Mike Murphy

CITY OF BELLINGHAM, WASHINGTON

Over the past four years the City of Bellingham has undertaken an extensive comprehensive planning and land use regulation revision.

Our city is a composite of a wide range of both topographic features and development history. Our neighborhoods vary from steep hillsides with historic Victorian homes to flat, semi-rural areas. There is an abundance of sparsely developed hillside land affording magnificent views. Through a lengthy process of citizen participation, it became apparent that each neighborhood has its own unique character and that livability and quality of life are of paramount importance to the citizens of our community. Consequently, the development of our plan and land use regulations centered around the concept that "blanket" land use regulations failed to recognize and protect each area's unique attributes and problems.

It was voiced, and recognized, early in the process that attempts to maintain neighborhood character through planning and zoning could have the effect of excluding new developments of reasonable densities and design standards. Additionally, at the time this planning process was occurring, housing costs were soaring nationwide, making the City's concern for the affordability of housing even more acute.

With a strong belief that quality of life and affordable development need not be mutually exclusive, we integrated into our planning and land use regulations various concepts of cluster developments, reduced road standards, and design options for multi-family developments. These regulatory revisions are intended to both reduce the cost of development (with, hopefully, a commensurate reduction in housing cost) and protect the quality of the community.

However, because these regulations are new, they have not undergone the test of experience. Controversy and skepticism still exists as to their effectiveness in reducing development costs while maintaining neighborhood quality. Some feel we have not gone far enough; some feel we have gone too far.

Through the Affordable Communities Project we wish to share with other cities and ICMA staff our attempts and their experiences in regulatory reform. We would anxiously welcome the objective viewpoints of knowledgeable persons from outside our community and would hope to sponsor informational exchanges between a Resource Team and such local groups as the Board of Realtors, Home Builders Association, Planning Commission, and other advisory committees and groups. Likewise, we want to visit other communities and view first hand their unique problems and share with them approaches to problem solving.

CITY OF CASPER

FOR: ICMA "Affordable Communities" Workshop

- I. Priorities Casper hopes to address in regulatory reform.
 - A. Review and recommend modifications to the Zoning Ordinance which would reduce the cost of development, such as zero lot line uses, cluster housing, reduction of minimum lot sizes and widths.
 - B. Streamline procedures for subdivision approval, zoning changes, permit processing.
 - C. Attempt to develop incentives to encourage infill in existing neighborhoods and increase densities in existing neighborhoods, as recommended by the City's Growth Management Plan.
 - D. Review and recommend changes to existing regulations which would offer incentives for energy conscious land use, site planning and design.

- II. How a resource team could help Casper's efforts.
 - A. Process:
 1. Assist the Housing Strategy Steering Committee and City Council to set up an effective system for analysis of alternatives for reducing the cost of housing.
 2. Assist the Steering Committee in adopting procedures which will promote review of recommendations in a manner which considers a wide range of City concerns for health, safety, welfare and fiscal accountability, as well as housing production.
 3. Assist in an analysis of the role, responsibility, and procedures of City Departments and agencies with regulatory authority relating to housing development, to identify areas amenable to modification of regulations, fees, processing time, duplication of efforts, etc.
 4. Assist the Steering Committee in forming a cost/benefit process and establishing procedures, including analysis and reporting methods.
 5. Assist the Steering Committee in establishing a methodology to analyze and recommend incorporation of advances of building technology into local building regulations.

B. Content:

1. Provide information on specific methods for streamlining the subdivision process and providing information and City staff assistance to developers, builders, and the public.
2. Provide specific examples of how other communities have analyzed their zoning ordinances and subdivision designs to identify ways to reduce development costs.
3. Provide information on how other communities have encouraged infill, higher densities, redevelopment, or recycling of declining neighborhoods, and energy efficient land use.
4. Provide a plan for an analysis of the fiscal impact of reducing or waiving local fees for housing meeting specific priority objectives.
5. Provide information regarding the use of tax exempt bonds for financing upfront development costs, such as required subdivision improvements.
6. Provide state of the art information on building and construction technologies, or ways to obtain and utilize this information, to incorporate into local building regulations.



The City of Columbus
Mayor Tom Moody

Department of Development
140 Marconi Boulevard
Columbus, Ohio 43215

Director Ralph W. Smithers
614-222-7763

COLUMBUS' REGULATORY REFORM CONCERNS AND TECHNICAL ASSISTANCE NEEDS

The Division of Planning has recently identified nearly 40 individual items in Columbus' Zoning Code that need revision or updating in the coming year. These 40 items can be broken down into three basic categories, which include housekeeping problems, efforts to streamline the code, and major revisions. Housekeeping items deal with those changes necessary to overcome administrative problems due to previous mistakes in preparing the code, lack of clarity, and misinterpretation of the code. It is anticipated that on the average each of these code revisions will take in the vicinity of 180 days to process. Those items listed under the grouping of streamlining the code are changes to the code that we feel are necessary and will reduce in the long run the amount of paperwork and, therefore, staff needed to administer the Zoning Code. The revisions will require anywhere from 6-18 months to complete. The items listed under the major code revisions grouping require significant changes in philosophy or policy prior to their implementation. It is anticipated that these changes will require in the vicinity of 2 years or more to process. I am attaching the detail list for your review.

There are three major problem areas that we are trying to address through our code revision process. First, the need to update the Zoning Code to accommodate anticipated changes in the nature of development in the next 10-20 years. Specifically, we see the need to revise the code to accommodate the redevelopment and revitalization of developed areas, and the smaller attached households in a higher density pattern. Secondly, we perceive the need to educate the staff, the Planning Commission, and the community relative to the nature of development we anticipate responding to over the next 10-20 years. Finally, we anticipate an increasing work load in processing development of the future with a dwindling staff. We anticipate this increased workload due to a number of factors such as, the change in development patterns, the need to include additional sophisticated "planned" districts, the increased sophistication of community organizations, and the educational process that is underway.

In order to address these problem areas, the objectives of our code revision process, and specifically for our participation in the Affordable Communities Program, include the following: First, and most importantly, we must simplify the Zoning Code thereby reducing the resulting paperwork and staff necessary to administer the code. In order to accomplish this, in addition to actual code revisions, we would like to pursue such features as fast-track processing of minor applications, consolidation of review steps, and perhaps the use of hearing officials in certain conditions. Secondly, we need to deal with updating the code from the standpoint of allowing more intense or mixed use districts and accommodating redevelopment and revitalization of developed areas. This is in contrast to a code that now is oriented toward lower density suburban development occurring on undeveloped land. Third, we are looking for advice and assistance relative to an approach that can be taken to educate the planning staff, the Planning Commission, and particularly the community relative to the need to accept a more intense and more dense land use pattern.

2/8/82

Potential Zoning Code Problems*

A. Housekeeping Problems

1. amend flood plain ordinance to allow additions to existing buildings
2. resolve language concerning drainage control for depressed driveways
3. amend residential care facility chapter to:
 - a. resolve definition of institutional use
 - b. establish 1000 ft. between uses from property line to property line
 - c. reexamine census tract data specification
4. to review and/or update development commission membership section of the code
5. amend the code relative to side yards for detached garages in order to make it compatible with the building code.

B. Efforts to "streamline" the code

1. amend code to reestablish a rear yard standard which will minimize the number of variance applications
2. examine the role and processing of demolition permits, and establish more strict compliance procedures for arch review commissions
3. complete revisions to the graphics code on billboard size and placement
4. amend the code to clearly establish height limitations where they do not now exist in the code.
5. examine the possibility of including day care centers as a permitted use in C-3 district and in residential areas with a special permit.
6. revise zoning code required parking for elderly housing complexes.
7. revise parking requirements and size specifications to allow a smaller size space for compact cars and to permit a mix of large and small spaces to satisfy code requirements.
8. amend the code to restrict churches from the list of permitted uses in residential districts
9. enact provisions in the code to define garage sales and to establish rules for their regulation
10. enact provisions in the codes to deal with the problem of commercial vehicles in residential areas
11. reexamine permanent and portable recycling centers and establish more strict standards and procedures for regulating
12. examine code provisions on kennels, define and/or establish new provisions for regulating the keeping of animals
13. examine lot area standards in areas of the code where frequent "non-conforming" status is created in inner-city rezonings
14. examine current downtown height limits
15. reexamine graphics code for capitol square area with respect to height over right-of-way
16. revise the code to allow some retail activities in light manufacturing zones

*note: these potential problems may be resolved by a code change or an interpretation of intent and corresponding policy guideline

17. .revise the code to be more flexible in regulating mobile homes
18. supplement the code with illustrations
19. restrict use of microwave disc's in residential areas
- 20.

C. Major code revisions

1. examine the need and, where appropriate, prepare criteria for handling special permits such as for amusement arcades, airports, day care centers, salvage yards (uses not normally permitted in a district by right)
2. examine the potential of creating various overlay zones to deal with special areas such as downtown or the university area and to deal with special problems in current zoning districts which could be solved through a special, registered site plan.
3. as part of #2 or independently, examine the potential of creating a "planned industrial district" and/or a "planned institutional district."
4. examine the potential for revising the existing PUD and/or creating a "PUD-high density" to encourage or permit higher density residential development.
5. as part of the policy planning emphasis, develop guide books to illustrate what is considered to be a good site layout and as bad site layout in any particular zone for the benefit of staff and the developer.
6. examine and/or recommend a policy for identifying, reviewing and restricting "special permit uses."
7. examine the potential for creating a special, higher density, mixed-use zone for downtown and/or fringe area development.
8. examine the potential for creating an attached-for-sale or zero lot line development zone that could be developed by the small builder
9. examine the potential for creating a high density detached unit residential zone.
10. respond to the need for special downtown zones for civic center and mixed-use districts.
12. examine and re think current C-districts for possible revision.
13. add a preamble objectives and policies statement to the zoning code.

SAN ANTONIO, TEXAS

REGULATORY REFORM ISSUES

San Antonio's regulation reform priorities are to (1) revise the Planned Unit Development (PUD) zoning ordinance and (2) complete development of a Planned Development (PD) zoning ordinance incorporating residential performance standards.

The present PUD ordinance is an overlay district which has been minimally used. The revision is to include a complete review of the ordinance to identify processing delays, procedural complexities, and substantive design requirements. Other objectives include developing a less complex method of regulating density to the current Land Use Intensity rating system, determining which design elements merit specific standards without inhibiting development creativity, outlining a viable negotiation process between the City and developers, and incorporating PUD standards within the subdivision ordinance.

The PD is intended to be a mixed residential zoning district in which all residential uses would be allowed by right as well as certain nonresidential uses. The PD would also incorporate density bonuses to encourage energy conservation, resource protection, and provision of public amenities. Our primary objective is to develop realistic performance standards and equitable trade-offs to encourage both innovative development design and lower cost housing.

TECHNICAL ASSISTANCE NEEDS

Our preferred technical assistance needs include:

- (1) an individual intimately familiar with Planned Unit Development ordinances who can provide assistance in evaluating alternative procedural processes and design standards.
- (2) a person with experience in developing residential and mixed use performance standards similar to those in Performance Zoning by Kendig, Connor, Byrd and Heyman.
- (3) a planner or engineer who could provide technical assistance in developing appropriate and equitable bonus trade-offs for such categories as open space dedication, recreational facilities, landscaping, solar orientation
- (4) General assistance regarding implementation issues surrounding regulatory changes.

THE CITY OF WICHITA



DEPARTMENT OF HOUSING AND
ECONOMIC DEVELOPMENT
CENTRAL INSPECTION DIVISION
CITY HALL — SEVENTH FLOOR
455 NORTH MAIN STREET
WICHITA, KANSAS 67202

February 17, 1982

Ms. Cheryl Farr, Deputy Director
ICMA Affordable Communities Project
International City Management Assoc.
1140 Connecticut Avenue Northwest
Washington, D.C. 20036

Re: Summary of regulatory reform concerns
and technical assistance needs

Dear Ms. Farr:

The following is a restatement of items previously cited as being priority concerns from our perspective:

1. Identification of any areas of legitimately unreasonable impediments to growth and development which significantly increase costs. Government regulation is often accused of being a significant casual agent in cost increases. The hard data in support or contradiction of these assertions should be examined. Comparative data from different municipalities should be examined.
2. Gathering of information on the availability of existent computerized inspection records systems which consolidate records on a project basis across trade areas. The present manual system employed is cumbersome, prevents cross-checking, and is administratively expensive.
3. Development of a Minimum Code House Demonstration Project. The Approach will be to develop a component package of specifications that would encompass the entirety of code requirements for a low-cost, relatively amenity-free single family dwelling. This program is slated to eventually include an architectural design awards contest and actual physical construction, pending the availability of funding. This demonstration project would be expected to serve a two-fold purpose;
(1) to produce a marketable, relatively low-cost dwelling design that has the potential for favorably impacting the local housing stock and,
(2) tangentially, to expose the fallacy of code requirements as a pri-

SUPERINTENDENT OF CENTRAL INSPECTION	268-4460	HOUSING	268-4481	BUILDING & CONSTRUCTION	268-4461
BUILDING CODE ENGINEER	268-4468	ZONING	268-4479	PLUMBING & MECHANICAL	268-4471
PLAN EXAMINATION	268-4477	SIGNS	268-4475	ELECTRICAL & ELEVATOR	268-4465

THE CITY OF WICHITA 2

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Summary
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mary villain in escalating housing costs.

4. Examine alternative arrangements regarding the self-regulation of industries in relation to the technical codes. The current Wichita provisions governing self-regulation are antiquated and ineffective.

We would expect our technical assistance needs in regards to Items Two and Four to be related to the sharing of similar experiences with other municipalities that have perhaps undergone development in these areas. We are particularly interested in finding an adaptable "canned" program in regard to Item Two.

Items One and Three are related and are more general in nature. Here, technical assistance from the academic community and from the construction sciences could prove helpful.

Sincerely,


Don E. Anderson,
Director of Housing and Economic Development

DEA/mjn

THE CITY OF WICHITA
OFFICE OF CITY MANAGER

DATE February 12, 1982

RECEIVED

FEB 16 1982

TO The Honorable Board of City Commissioners
FROM E. H. Denton, City Manager

METROPOLITAN PLANNING

ROUTE

SUBJECT ICMA Affordable Communities
Project

On February 8, 1982, I advised you that Wichita had been selected as a participating city in the subject project.

Originally the local project team was to consist of the City Manager, the Director of Housing and Economic Development, and a local builder (Mr. Jim Miner has since consented to serve on the team).

The International City Management Association (ICMA) has now asked that an elected official also serve on each team.

Because Vice Mayor Tony Casado was present at the Las Vegas Conference of the National Association of Home Builders when the project was formally announced, it is suggested that he be designated to represent the City Commission. Vice Mayor Casado has indicated he would accept this responsibility should the Commission desire to designate him.

The ICMA has scheduled a workshop on the program during February 24-26, 1982, in San Antonio, Texas. Travel and hotel costs for participants in the workshop will be paid by ICMA.

In order for Vice Mayor Casado to attend the workshop, the Commission should designate him as its representative and authorize his travel to San Antonio. Cost to the City will be minor and should not exceed \$100.

It is suggested that this action be considered as an off-agenda item on February 16, 1982.


E. H. Denton
City Manager

EHD:fmj
Attachments

cc: Don E. Anderson, Director of Housing and Economic Development
Robert A. Lakin, Director of Planning

1140
Connecticut
Avenue
Northwest
Washington DC
20036

Area Code 202
828-3600

International
City
Management
Association



M E M O R A N D U M

X

Office of the City Manager	
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<input type="checkbox"/> HCF	<input type="checkbox"/> DF
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February 8, 1982

TO: Regulation Reform Technical Assistance Cities

FR: Cheryl Farr, Deputy Director *CAF*
ICMA Affordable Communities Project

RE: Workshop in San Antonio - February 24-26, 1982

Congratulations on being selected as one of the ten localities which will receive direct technical assistance in land use regulation reform through ICMA's Affordable Communities Project! This memo will give you some logistical details on the first phase of the technical assistance process, which is a workshop to be held in San Antonio, February 24-26. Five of the technical assistance communities will be attending this workshop. (A similar workshop will be held in the east for the other five localities.)

SITE: The workshop will be held at the Mansion Del Rio, located at 112 College Street in San Antonio, Texas. All of our work sessions will be held at this charming Spanish colonial hotel, a historic site located on San Antonio's famous River Walk. Please Note: You are asked to give us your arrival plans by February 16th so that we may confirm your reservations at the hotel.

SCHEDULE: The workshop will begin with an introductory reception and dinner starting at 5:30 p.m. on Wednesday, February 24th. Our work session will start at 8:30 a.m. on Thursday, February 25th and wrap up at 1:00 p.m. on Friday, February 26th. We're considering a site visit to some of San Antonio's redevelopment sites Friday afternoon; if you're interested let us know by Friday, February 19th.

MATERIALS TO BRING: On Thursday morning each locality will be asked to make a 10 minute presentation highlighting its regulatory reform concerns and plans. Each presentation will be followed by questions and general discussion. You should plan to cover the following points:

(a) how this issue was brought to your locality's attention; (b) what are the main problems you hope to address in regulatory reform; and (c) how a resource team can be of help in your efforts. You are requested to meet with the other people in your community working with you on regulatory reform before coming to the workshop to discuss these points. Please note: You are requested to prepare a one page summary of your locality's regulatory reform concerns and technical assistance needs and send it to ICMA by February 19th.

If you have slides, charts, or other audio-visuals you would like to use in making your presentation, by all means bring them. Let me know if you will need a slide or overhead projector, or other equipment.

In addition, please bring any existing reports, memoranda, or data you have on your completed, current, and future efforts to streamline regulations. These materials will be helpful to the resource team which will work with you and to ICMA as background for the publication which will discuss the technical assistance efforts.

DRESS: The workshop will be quite small (about 25 people in all), and we would like to keep the atmosphere informal. San Antonio's weather is expected to be in the 60's-70's during the day and a bit cooler at night. Feel free to dress in jeans and light shirts (with a jacket or sweater for evenings), or whatever casual clothes you prefer. There will be a reception and dinner Wednesday night as well as an optional dinner at one of San Antonio's fine restaurants on Thursday evening, so you may want to bring something dressier for these occasions (i.e., ties and jackets for men).

TRANSPORTATION: You should fly into San Antonio International Airport. The airport is about 10-15 minutes from the Mansion Del Rio. To get to the hotel, take an Airport Limousine (they're red and white) or a taxi. The limousine will cost about \$5 per person and the taxi is roughly \$10 per trip.

EXPENSES: ICMA will reimburse all of the representatives from your community for coach airfare and all other travel, taxi/limousine, meal and lodging costs connected with this workshop. ICMA will arrange to have hotel costs charged to an ICMA master account. Please keep receipts for all other expenses and submit them to ICMA right after the workshop.

FOLLOW-UP: Here's a summary list of what you need to do, by when:

NO LATER THAN:

Tuesday, February 16th

PLEASE BE SURE TO:

o Call me (Cheryl Farr) at 202/828-3692 with the travel arrangements for all participants coming from your community. We'd like to make sure we have the correct names and titles of all participants at that time, so please have this information on hand when you call.

Friday, February 19th

o Call and let me know if you'll need any audio-visual or other equipment for your presentation on your regulatory reform concerns.

NO LATER THAN:

Friday, February 19th

Wednesday, February 24th

PLEASE BE SURE TO:

- o Send me your one page summary of your locality's regulatory reform issues and technical assistance needs.
- o Let me know if you're interested in a tour of San Antonio's downtown redevelopment on the afternoon of Friday, February 26th.
- o Remember to bring a copy of any materials you have describing your localities' overall reform efforts and plans (see "materials to bring" for more details).

I can be reached by phone at 202/828-3692 if you have any questions. I look forward to hearing from you and to our meeting at the end of the month!

ICMA'S AFFORDABLE COMMUNITIES PROJECT:
TECHNICAL ASSISTANCE FOR REGULATION REFORM

Changing land use regulations isn't easy in any community. The task your locality is undertaking is important to residents and businesses, and it isn't a task that you tackle very often. Some ideas from other communities which have done similar work could be helpful to you but, on the other hand, you know that your community is unique and that regulations which work well in one city might not work so well for you. And then there's also concern about what makes sense for the development sector, citizens, lay boards, staff, and elected officials that will work with and administer any changes that might be adopted.

ICMA's technical assistance provides a unique opportunity for you to use the association's network of 7,000 local government officials to link up with the expertise of others -- not just to get a copy of a model ordinance or process but to "borrow" the people who thought it up and "sold" it to the community. You can discuss the questions you have about how they handled specific issues you're worried about -- from the technical problems to the implementation and management concerns that are often hard to anticipate. And, you'll also have the opportunity to have these "experts" question you, to help you broaden your thinking about your plans and strategy. What's more, the expertise you can draw on doesn't have to be limited to local officials who've been through a similar process. You may want some other kind of advice, perhaps from a developer, a banker, a development consultant, or lawyer. How your locality uses this technical assistance is limited only by your imagination and needs.

There are, of course, limits to the amount of on-site technical assistance which ICMA's Affordable Communities Project can provide to the ten technical assistance communities. As a rough estimate, we expect that each locality will receive two on-site visits from their resource team lasting two to three days each time. Resource teams will also be available for some telephone and mail consultation. In some cases, you may feel that having a resource team come to you will be most helpful; in others, you may prefer to go to them. The arrangements that your locality wants will be roughed out at the upcoming workshop which will initiate our joint efforts. Based on those discussions and follow-up conversations, ICMA will work to find the resource team that will best meet your requirements. ICMA staff will also provide supplemental information on strategies and practices used by other communities, when possible.

ICMA's objective in assisting the ten localities receiving technical assistance is to gather information which can be used to share their experiences with other communities -- to help explain how regulatory reform can work to the benefit of local governments, the development sector, and consumers. The localities selected for this project indicated a level of commitment and determination to move forward that we think makes them destined for success. We're excited to be working with each of the communities, and believe that the results of your efforts will be helpful to communities nationwide who hope to move forward in making land use regulations function more effectively.

The International City Management Association is the professional and educational association for appointed chief management executives in local government. Most of ICMA's 7,000 members are appointed town, city and county managers or assistants throughout the United States and Canada. ICMA offers a variety of training programs and publications, all designed to improve the professional competence of local government administrators.

THE CITY OF WICHITA

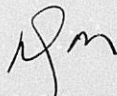
OFFICE OF Housing & Economic Development DATE March 11, 1982

TO Robert A. Lakin, Director of Planning
FROM Don E. Anderson, Director of Housing/Economic Development

SUBJECT Joint Venture for
 Affordable Housing/
 ICMA Affordable
 Community Project



Bob, I would like to request that Frank Smith be allowed to participate as a team member on the Joint Venture for Affordable Housing team. Both of the subject projects are related and have many overlapping goals, therefore, Mr. Smith needs to be intimately involved in both of these demonstrations. If you agree with this suggestion, please advise Mr. Smith as to when you will be having any further discussions on this subject in order that he might be able to either monitor or participate as a team member.


Don E. Anderson, Director
Housing & Economic Development

DEA/sp

cc: E. H. Denton, City Manager
 Frank Smith, Director of Housing Development
 Robert Feldner, Supt. of Central Inspection