

Tax Increment Reinvestment Zone Field Seminar

May 4, 2007
Irving, Texas

Building Community Partnerships



www.cdfa.net



Building Community Partnerships

- Why Community Buy-in?
- Fundamentals of Process
- Establishing Goals & Objectives
- Identifying Stakeholders
- Consensus Building
- Community Involvement
- Constant Communication



www.cdfa.net



Fun Facts on TIRZ

- First created in 1952 in California to act as a catalyst for redevelopment areas
- Quickly spread across the country – 49 states and District of Columbia have enabling legislation (Which state does not?)
- Referred to by a variety of names:
 - TIF - Tax increment financing (most states)
 - TAD - Tax allocation district financing (Georgia)
 - RAD - Revenue allocation district financing (New Jersey)
 - TIRZ - Tax increment reinvestment zones (Texas)



www.cdfa.net



Why Community Buy-In?

Redevelopment and economic development do not happen in a vacuum, and the process can be highly political.



www.cdfa.net



Why Community Buy-In?

- Diversion of tax dollars for private development can be controversial
- Raises policy questions regarding the proper role of government
- Issuance of “public” debt for “private” development can be unsettling
- Tax revenue “diverted” from other municipal services
- The TIRZ mechanism can be difficult to understand
- Redevelopment can trigger emotional responses



www.cdfa.net



Fundamentals of Process

Failure to understand the TIRZ process will cause the community buy-in process to fail before it begins. Understand the tool and build the process well in advance of any development activities.



www.cdfa.net



Fundamentals of Process

- Understand the laws, statutory process and legal requirements
- Adhere to open meetings laws and be transparent throughout
- Define what TIRZ can and cannot do
- Use technology (Web, E-mail, etc.) to your advantage



www.cdfa.net



Establishing Goals & Objectives

Successful redevelopment programs across the country almost always have one thing in common: Clear goals and objectives agreed upon by all stakeholders.



www.cdfa.net



Establishing Goals & Objectives

- Consider what the broader goals are in pursuing TIRZ:
 - Big picture items (jobs, investment, physical change)
 - Master plan, redevelopment strategy, etc.
- Determine type(s) of projects that fit the community:
 - Include all types in deliberation: affordable housing, retail, office, industry, etc.
 - Be open to different options (housing vs. commercial)



www.cdfa.net



Establishing Goals & Objectives

- Create process for vetting TIRZ developer assistance
- Establish a framework for community input
- Determine how TIRZ implementation can best meet objectives
- Document steps taken and results to aid in debt approval at the public level
- Detail the fiscal impact for each entity
- Diagram the increment financing process
- Provide sufficient analysis of the economic and fiscal impact and benefit to the city



www.cdfa.net



Identifying Community Stakeholders

There are numerous stakeholders to be considered when formulating a TIRZ plan. Engaging and understanding the sometimes disparate interests of these stakeholders is an important consideration in successful TIRZ implementation.



www.cdfa.net



Identifying Community Stakeholders

- Residents in the affected area and surrounding areas
- Business leaders and the Chamber of Commerce
- Development community
- Other public entities: schools, counties, neighboring cities
- Various public interest groups
- Media (as necessary)



www.cdfa.net



Consensus Building

There is almost no way to have 100 percent agreement on every point in redevelopment. Building consensus among the primary stakeholders, where consideration is given to all varying interests, is important and will make the process much less contentious and implementation far smoother.



www.cdfa.net



Consensus Building

- Reach out to all stakeholders early in the process
- Additional participation ensures maximum zone performance
- Host information meetings, design charrettes, moderated planning symposiums and presentations, and redevelopment workshops
- Determine primary, secondary and tertiary considerations for various stakeholders
- Be prepared to compromise and be creative in addressing conflicting objectives or interests
- Strategize for plan changes, roadblocks and find champions for solutions that come from third party supporters (not always the government entity) (I.e. Federal Reserve in Kansas City)



www.cdfa.net



Community Involvement

The most successful redevelopment programs tend to have significant community involvement from the beginning of the process through implementation and completion.



www.cdfa.net



Community Involvement

- Individualized meetings with civic groups
- Create community advisory committees
- Create neighborhood review committees
- Promote meetings, groundbreakings and openings



www.cdfa.net



Constant Communication

Keeping the community stakeholders informed regarding the progress of developments, future opportunities and past successes leads to a better understanding of the usefulness of TIRZ as an economic development and redevelopment tool.



www.cdfa.net



Constant Communication

- Have a designated contact person for information relating to TIRZ
- Annual or semi-annual meetings to discuss the state of redevelopment in the community
- Monthly or quarterly newsletters updating the community on the progress of TIRZ activities
- Well designed Web pages with status reports, statistics on the overall impact of redevelopment and future goals of the TIRZ



www.cdfa.net



Success Stories

- **BeltLine TAD, Atlanta, GA** – 22-mile loop of historic railroad that encircles downtown and midtown, with plans that increase greenspace, improve transit, connect neighborhoods and foster livable communities. 30,000 new jobs are expected to be created in the BeltLine area. During development of the BeltLine, 48,000 construction jobs will be created.
- Development investments will ensure that growth and new job opportunities are distributed in a balanced way across the city. The Redevelopment Plan shows 12 activity centers around the BeltLine.



www.cdfa.net



Success Stories

- **BeltLine TAD, Atlanta, GA**

- Major community support and active advisory committee of leaders and stakeholders (not all political)
- Transparent process: Web site, monthly newsletter and constant publicity
- Marketed and promoted as a community wide effort to revitalize city



www.cdfa.net



Success Stories

The image is a screenshot of the Atlanta BeltLine website. At the top, there is a navigation bar with links for Home, News & Events, FAQs, Get Involved, and Contact Us. Below this is a secondary navigation bar with links for About Us, What is the Beltline?, Make the Beltline Happen, and How the Beltline Happens. The main content area features a large banner titled "Realizing the Dream" with a photograph of people walking on a path. Below the banner is a text block explaining the BeltLine Tax Allocation District (TAD). To the left of the main content are three vertical sections: "Greenspace", "Transportation", and "Economic Development", each with a brief description and a "more" link. Below these is a "BeltLine in Your Area" section with a map and a "Go To Area" button. To the right of the map is a "News & Events" section listing two job postings from Atlanta BeltLine Inc. at the bottom of the page, there is a copyright notice for 2006 and a credit to Spunlogic.

beltline

Home News & Events FAQs Get Involved Contact Us

About Us What is the Beltline? Make the Beltline Happen How the Beltline Happens

Email Updates
SIGN UP

Greenspace
The BeltLine will add new greenspace and connect 40 of Atlanta's parks and 45 in-town neighborhoods. [more](#)

Transportation
With systems of multi-use trails and transit, the BeltLine will increase Atlanta's mobility. [more](#)

Economic Development
The BeltLine will promote job growth and economic development along its path. [more](#)

Realizing the Dream

The first step to make the BeltLine a reality is passage of the BeltLine Tax Allocation District (TAD). The TAD will serve as the primary source of funding and will cover the majority of infrastructure costs.

BeltLine in Your Area

Passing through 45 in-town neighborhoods, the BeltLine can change the way we think about Atlanta. See the BeltLine in your neighborhood.
Select Your Area
BeltLine Overview Map

News & Events

April 17, 2007
**Atlanta BeltLine Inc. Job Posting
Urban Planner - General**
[>more](#)

April 17, 2007
**Atlanta BeltLine Inc. Job Posting
Urban Planner - Senior**
[>more](#)

Community Engagement Framework

Get Engaged! Participate in the Community Engagement Framework (CEF) to share your vision for the BeltLine."
[▶ MORE](#)

BELTLINE COMMUNITY
[Go to the Input Survey](#)

© Copyright BeltLine Partnership 2006. All Rights Reserved. | Site By Spunlogic

Success Stories

- **City of Gahanna – Creekside TIF**
 - 10 year downtown improvement project
 - Transparent process: online video and progress cameras
 - Community-led effort by citizens and businesses in downtown neighborhoods
 - Events, marketing to attract visitors to area during redevelopment
 - Promoted as a community-wide effort to revitalize city



www.cdfa.net



Success Stories

[Home](#)[Community](#)[Business](#)[Departments](#)[Police](#)[City Council](#)

Departments

Development

[Brownfields Redevelopment](#)
[Building Regulation](#)
[Business Incentives](#)
[Central Park of Gahanna](#)
[Creekside Redevelopment](#)
[Community Development](#)
[Economic Development](#)
[Office & Industrial Space](#)
[Planning & Zoning](#)

Emergency Management / Communication

[Engineering](#)
[Finance](#)

[Human Resources](#)

[Mayor's Office](#)

[Mayor's Court](#)

[Parks and Recreation](#)

[Service](#)

[Technology](#)

Creekside

A New Heart for Olde Gahanna...



In October 2004, the revitalization of Olde Gahanna took a major leap forward with the beginning of the New Creekside Project redevelopment and park extension along Mill Street and Creekside Park. Come Witness Olde Gahanna's transformation into central Ohio's ultimate destination. Fine dining, unique shopping, conveniently located offices, and stunning residences, along the expanded public parking and new community gathering space, will soon make olde Gahanna truly the place to live, work, and play.

This next major phase of Olde Gahanna's revitalization is the result of over a decade's worth of investments of time, money, and vision by the Gahanna, its leaders, its citizens, and its businesses in the Creekside Project. You can learn about the project and the Creekside Story at the links below:

[Click Here](#) to start the Creekside story.

The Creekside Story...

[Live Video Feed](#)

[Camera 1](#)

[Camera 2](#)

[Current Project](#)

[Background](#)

[Information](#)

[Timeline](#)

[Overall Revitalization Project](#)

[Overview](#)

General Information

Development Dept.
200 South Hamilton
Gahanna, OH 43230

(614) 342-4015
(614) 342-4116 Fax

Hours of Operation
8:00 AM - 5:00 PM M-F

[Contact Development](#)

Project Information

Creekside will be an exciting combination of residential, commercial, retail and community spaces.

- [See the Buildings](#)
- [See the Mill Pond](#)
- [See the Project](#)
- [See the Site Plan](#)

- [Year End Report Presentation*](#)

*Requires Microsoft Powerpoint to view



Publications

- [Creekside Project Summary](#)

Questions?



www.cdfa.net

