Using TDR to Transform the Fort Washington Office Park

APAPA Annual Conference

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Introductions

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Gryphon Systems

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Session Topics

- Fort Washington Office Park: introduction and background
- TDR traditional uses, local goals, feasibility and implementation
- Advancing TDR from concept to reality
Introduction and Background

Upper Dublin Township

- Location: Philadelphia metro area
- 2013 Demographics:
  - 13 square miles
  - Population 26,000
  - 21,000 employees
- Land uses:
  - Residential
  - Commercial
  - Industrial

TDR Ordinance for the Fort Washington Office Park
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Introduction and Background

Transportation Features

- PA Turnpike interchange at Fort Washington
  - Virginia Drive slip ramp
  - Pennsylvania Avenue interchange
- Route 309 expressway
- SEPTA commuter rail station nearby
  - Limited bus service
Introduction and Background

Fort Washington Office Park

- One of the region’s first suburban “industrial parks” (1950s era)
- Peak employment: 20,000+ employees
- Includes 106 lots & covers 470 acres
- Currently employs 14,000 people
- 5.5 M SF of commercial space
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- Construction paralleled the Turnpike and Route 309
  - Low-lying, wetland area
  - Two watersheds drain into the Wissahickon Creek
- Special Flood Hazard Area – 100 yr. floodplain & flood depths
- Damaging public infrastructure and private property
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TDR Ordinance for the Fort Washington Office Park
Introduction and Background

Fort Washington Office Park

- 2008 Temple University study
- 2010 Comprehensive Plan
- 2011 EGGS Study
- 2012 TCDI Grant
Introduction and Background

Fort Washington Office Park

- Ongoing flooding
  - Deteriorating infrastructure
  - Abandoned property
- Devalued properties impact tax base: straining school district
- Pine and Rapp Run Dams under construction
- October 29th – 2nd TDR Public Hearing

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TDR Ordinance for the Fort Washington Office Park
Game Plan Moving Forward

Goals

- Improve safety
- Retain & expand tax base
  - Balance public & private risk/benefit
- Improve public infrastructure
  - Invest in deteriorating roads
Game Plan Moving Forward

Goals

- Protect environment
  - Remove flood prone development
  - Recreate floodplain
  - Complement surrounding community character
Game Plan Moving Forward

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Game Plan Moving Forward

Goals

- Revitalize for sustainability
  - Expand, vary and mix permitted uses
  - Permit higher density development
  - Enhance pedestrian environment
Game Plan Moving Forward

**Identify Options**

- Regulate
  - Restrict/limit development
  - Control floodplain development (consistency)
- Acquire
- Encourage
  - Balance rewards & risks
  - Control timing

TDR Ordinance for the Fort Washington Office Park
Historic-Traditional TDR Applications

Frequent Applications

- Development air rights
- Historic resources
- Farmland preservation
- Natural resource protection
Historic-Traditional TDR Applications

**Purpose/Value**

- **Efficiency**
  - Compact installation
  - Effective maintenance

- **Viability**
  - Sanitary and Storm Sewers
  - Public transit

- **Sustainability**
  - Controlling sprawl
  - Minimizing environmental impact
Historic-Traditional TDR Applications

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Basic Mechanics: Sending & Receiving Zones

Definitions & Purpose

- Development Credit
- Sending parcels/zones
  - Lots/areas containing key resources
- Receiving parcels/zones
  - Lots/zones where additional development is wanted
- Mandatory vs. Voluntary
  - Development limitations
  - Development Incentives
Adaptations for Fort Washington Office Park

Challenges

- Vacate developed lots
  - Transferred to Township
  - Acceptance of cleared parcel
  - Maintenance fee
  - Tie sending parcel costs to development credit values

- Retaining tax base
  - Control timing to limit risk
  - Density increase in receiving zone balance
TDR Goals & Implementation

Comprehensive Approach

- Revitalize deteriorating asset
  - Encourage active, pedestrian oriented mix of uses
  - Diversify housing stock

- Protect neighborhood character
  - Design & use standards

- Create sustainable environment
  - Reduce flooding
  - Improve environment
  - Control ongoing costs
From Concept to Reality

Understanding Stakeholders

- Protecting Sending Zone land values
- Likely timeframes & phasing
  - Motivated early sending parcels, later and much later sellers

TDR Ordinance for the Fort Washington Office Park
Understanding the Market

Future Realities

- Scale of demand
- Balancing values between sending & receiving zones
- Estimating bonuses
- Adequate number of “buyers” & “sellers”
# Turning Goals into a Game Plan

<table>
<thead>
<tr>
<th>Address</th>
<th>Street</th>
<th>Block/Lot #</th>
<th>Building Use</th>
<th>Existing Building (SF)</th>
<th>Potential Incremental Development (SF)</th>
<th>Credits</th>
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<td>1035 Virginia Dr.</td>
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<td>Block 50/ Lot 17</td>
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## Assigning Development Credits
- Registering & exchanging credits
- Split parcels & changing conditions
Turning Goals into a Game Plan

Assigning Development Credits

- Post-TDR on sending parcels
- Transferring vacated lots
- TDR as increment to base zoning
Expectations for the Future

Pace of Implementation

- Building value; creating sense of place
- Market for early implementation
  - Housing, hotel, retail, replacement office
- Market for late implementation
  - Offices attracted by amenities
- Next steps
Questions and Answers