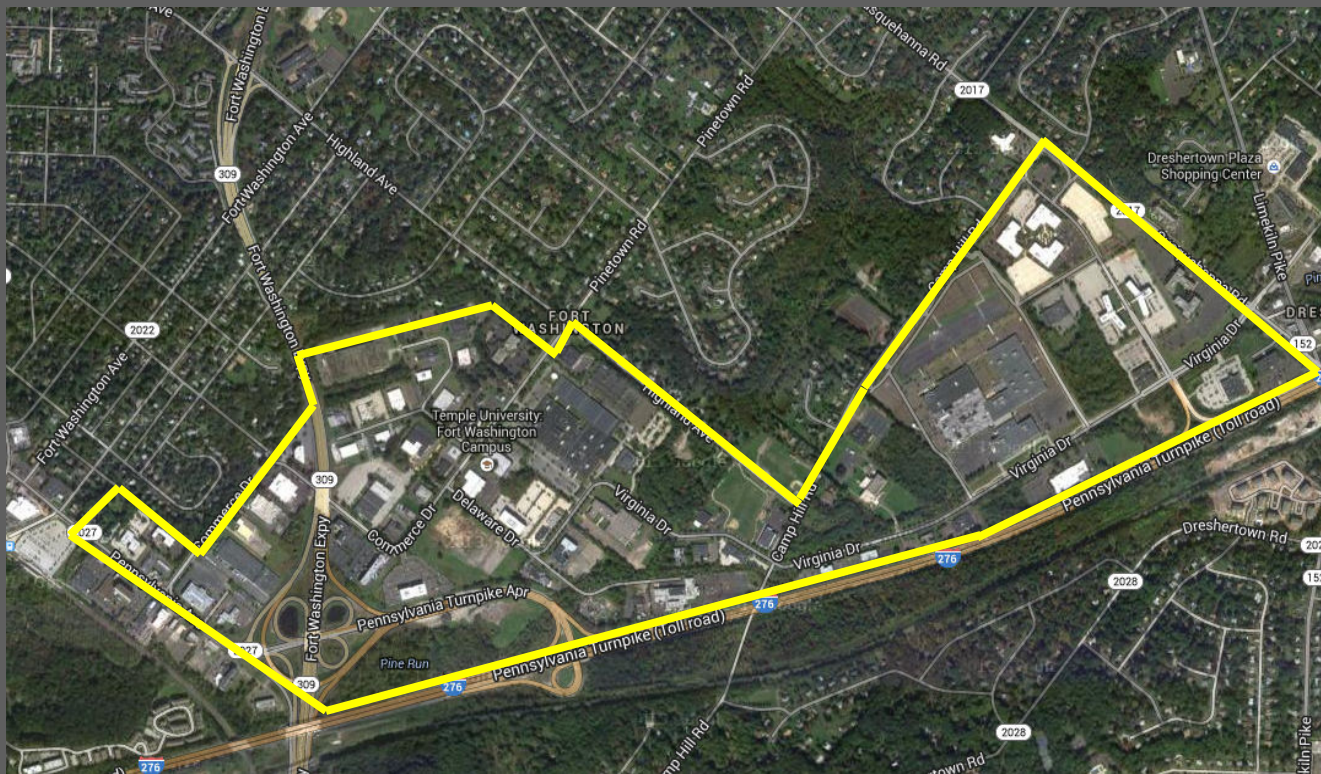


Using TDR to Transform the Fort Washington Office Park

APAPA Annual Conference

October 20, 2013



Introductions

Richard Barton

Director of Zoning and Code Enforcement
Upper Dublin Township

Elizabeth Rogan, AICP

Planning Consultant
Gryphon Systems

James Hartling

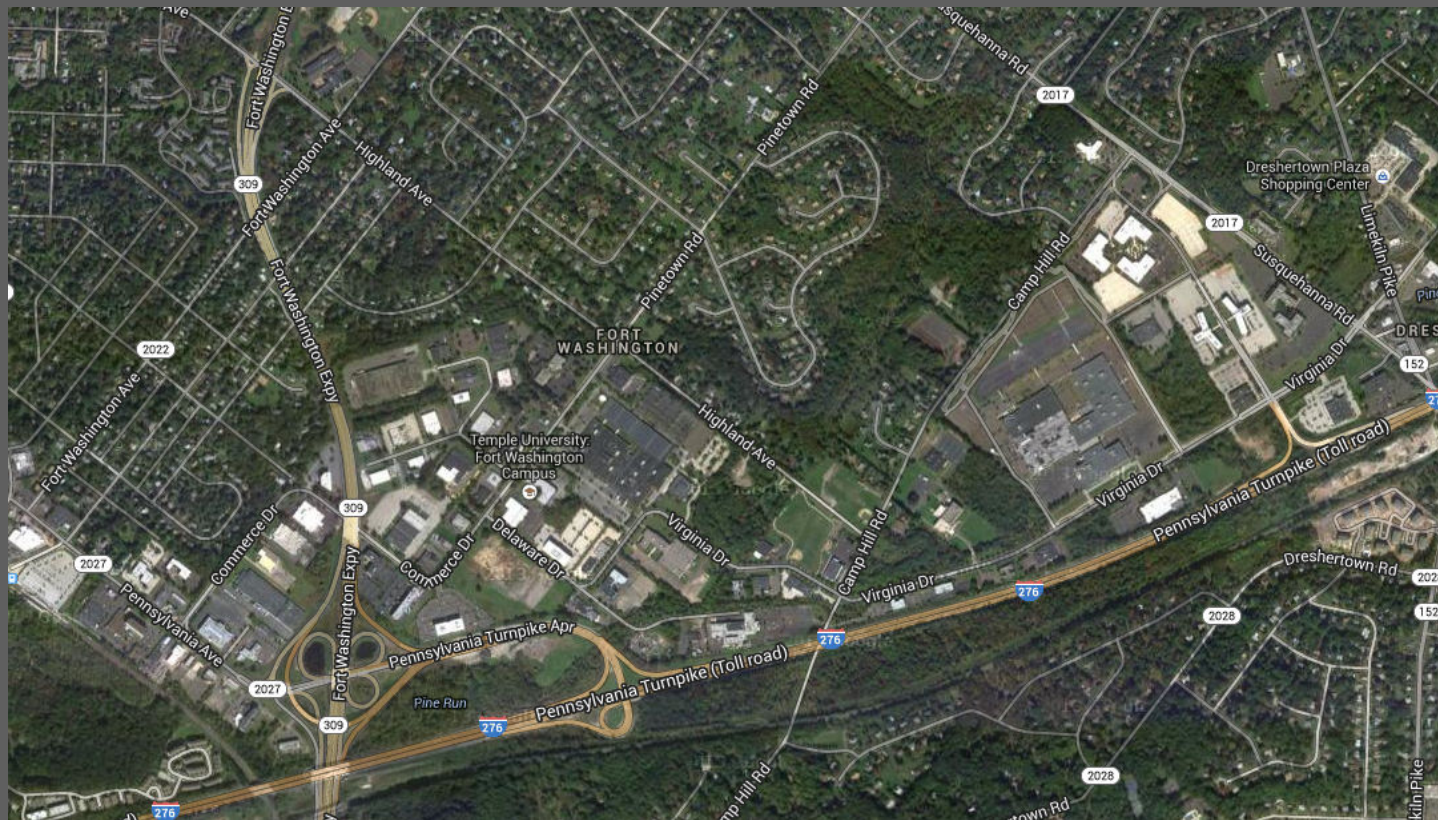
Partner
Urban Partners



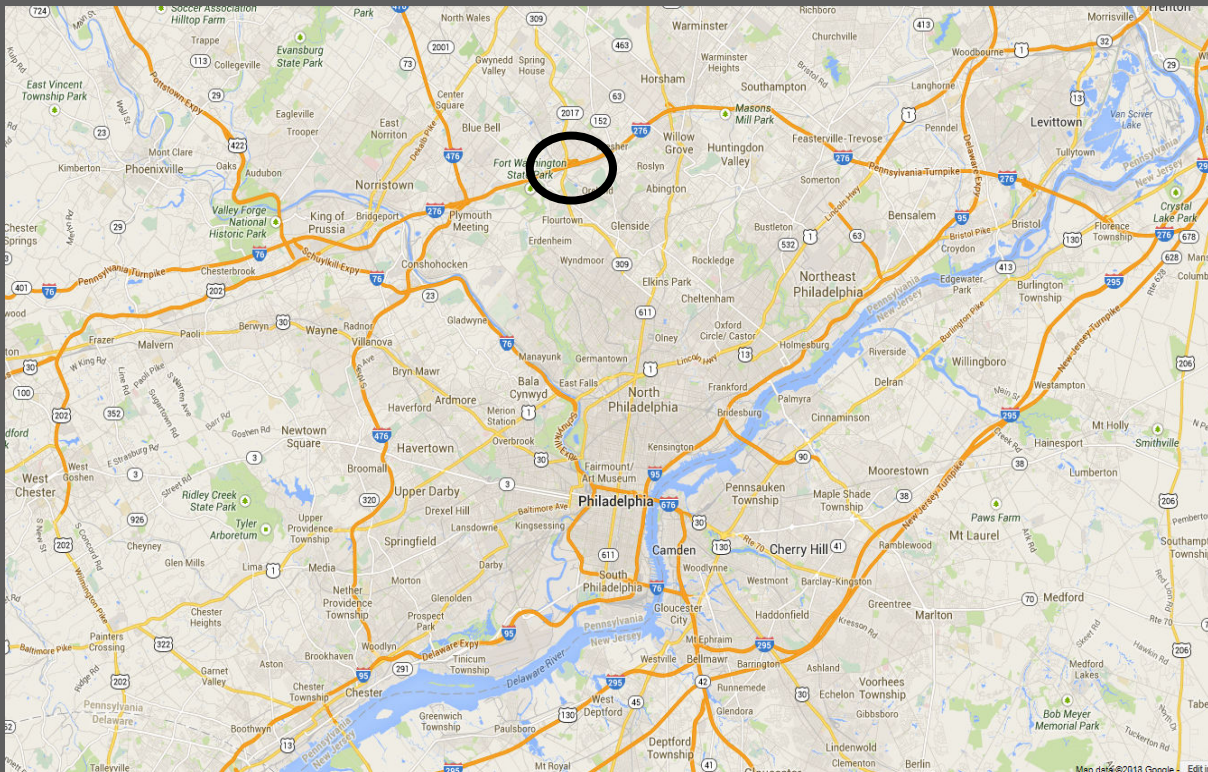
URBAN PARTNERS

Session Topics

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



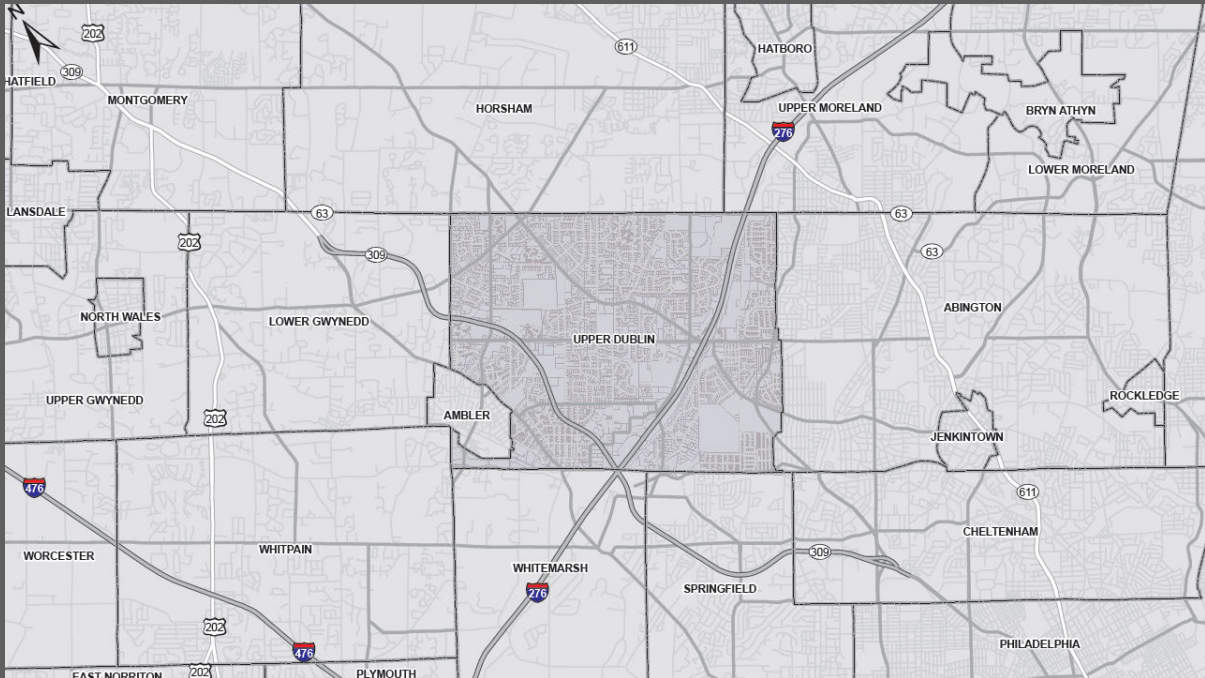
Introduction and Background



Upper Dublin Township

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

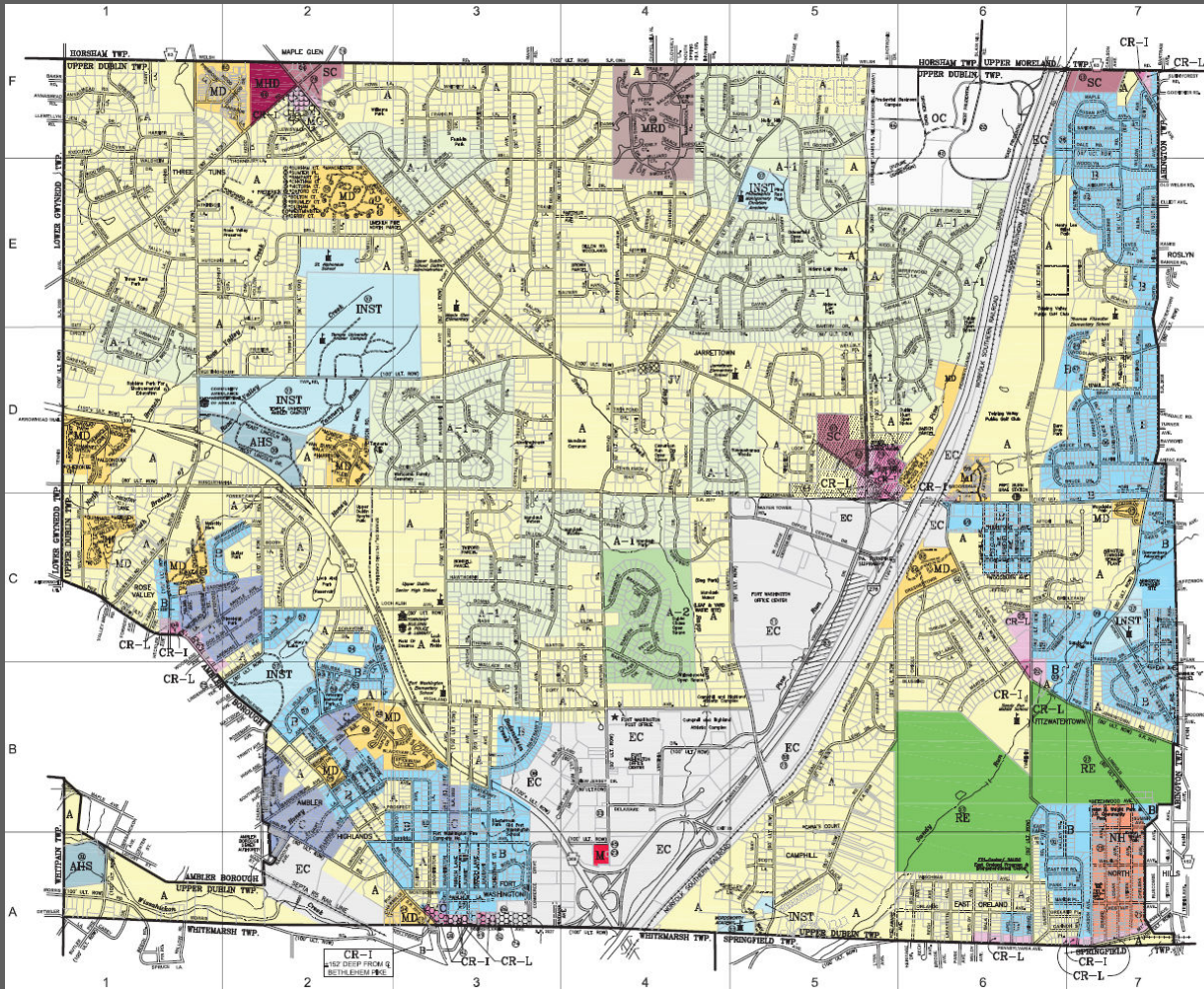
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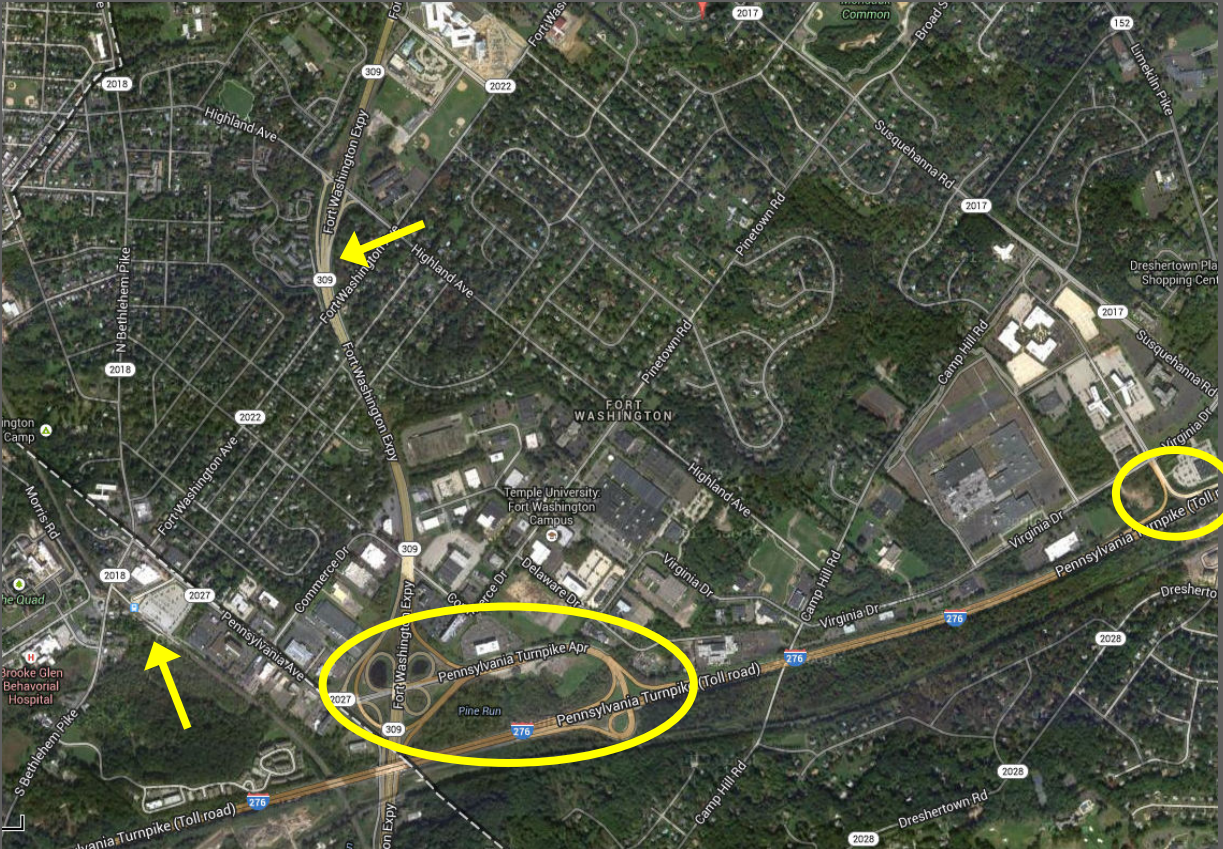
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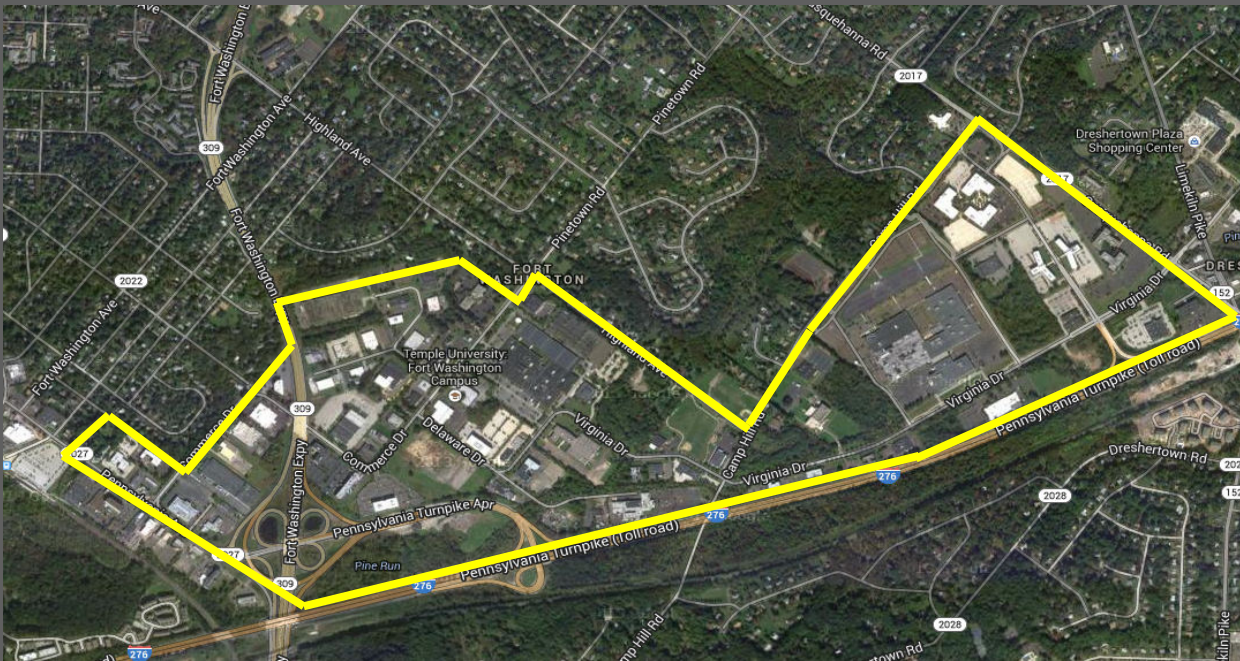
Introduction and Background



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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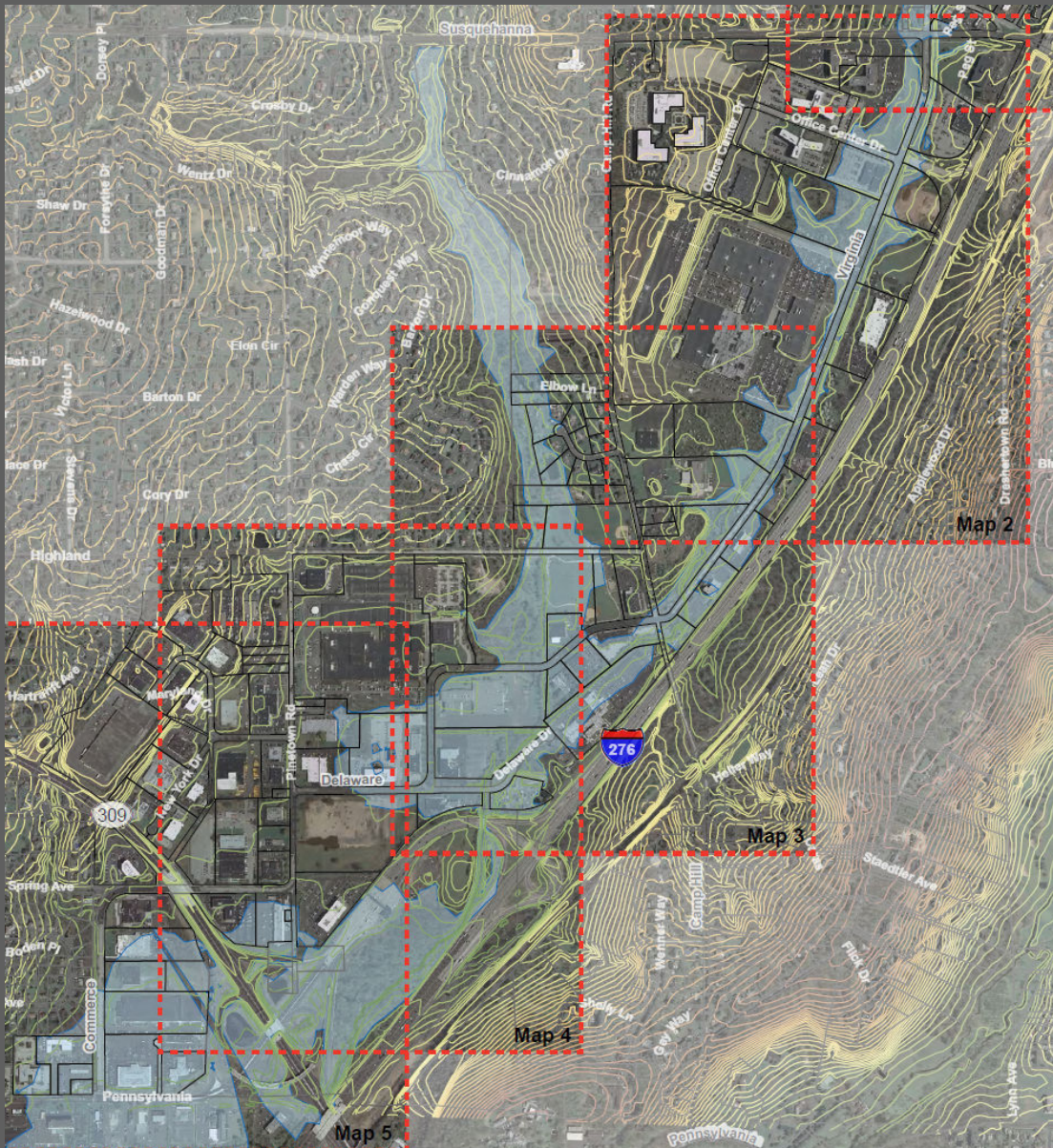
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Introduction and Background



Fort Washington Office Park

- ▶ 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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Introduction and Background

Fort Washington Area Flooding and Transportation Improvement Study

Final Report

Prepared by

Center for Sustainable Communities, Temple University

Edited by Lynn Mandarano, PE, PhD
December 31, 2008

UPPER DUBLIN COMPREHENSIVE PLAN

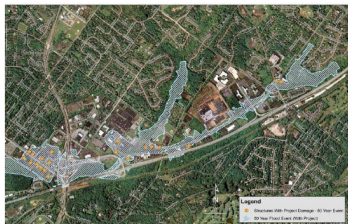
ADOPTED
NOVEMBER 9, 2010
RESOLUTION 10-2064

URS

Fort Washington Office Park

- ▶ 2008 Temple University study
- ▶ 2010 Comprehensive Plan
- ▶ 2011 EGGS Study
- ▶ 2012 TCDI Grant

Sustainable Revitalization of the Fort Washington Office Park Upper Dublin/Whitemarsh Township, PA



Draft Final Report

URBAN PARTNERS
URS
Smith & Porter
McMAHON

June 2011

Transfer of Development Rights Ordinance and Administrative Management Procedures for the Fort Washington Office Park

Technical Data for TDR Ordinance



URBAN PARTNERS

February 2013



TDR Ordinance for the Fort Washington Office Park

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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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



Goals

- ▶ Protect environment
 - Remove flood prone development
 - Recreate floodplain
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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

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

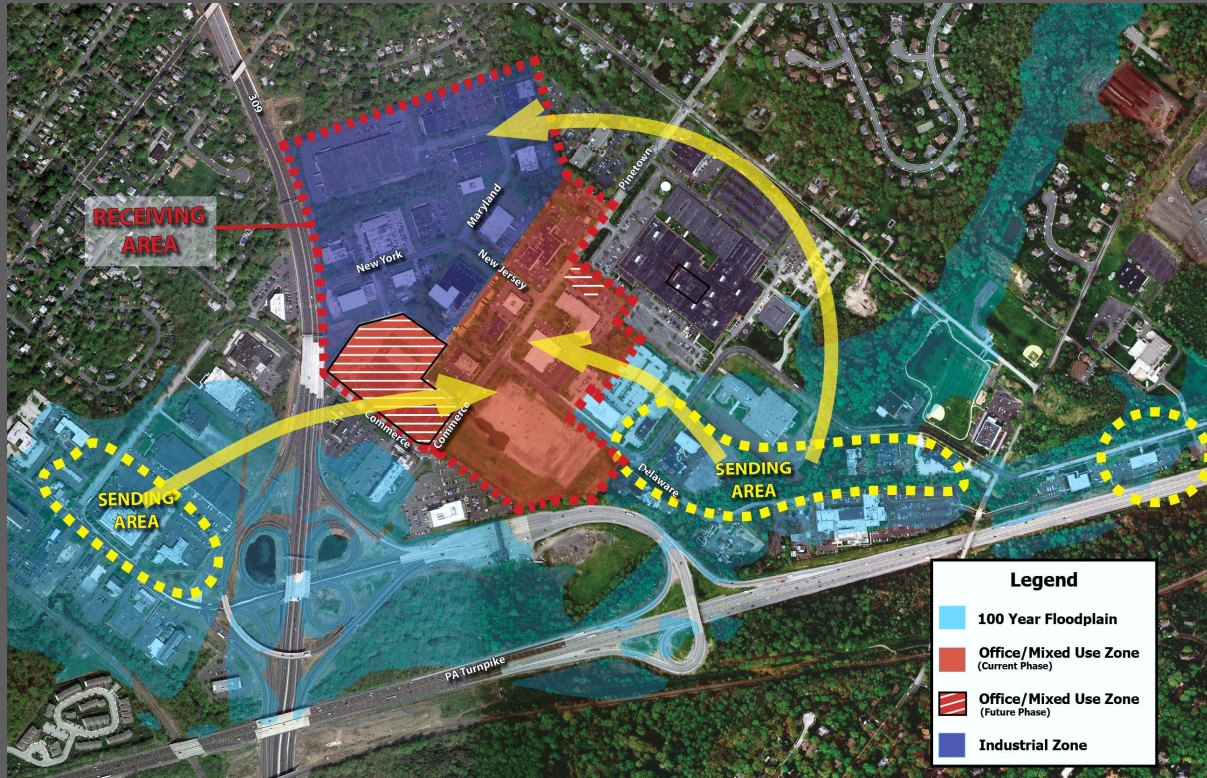
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Basic Mechanics: Sending & Receiving Zones



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

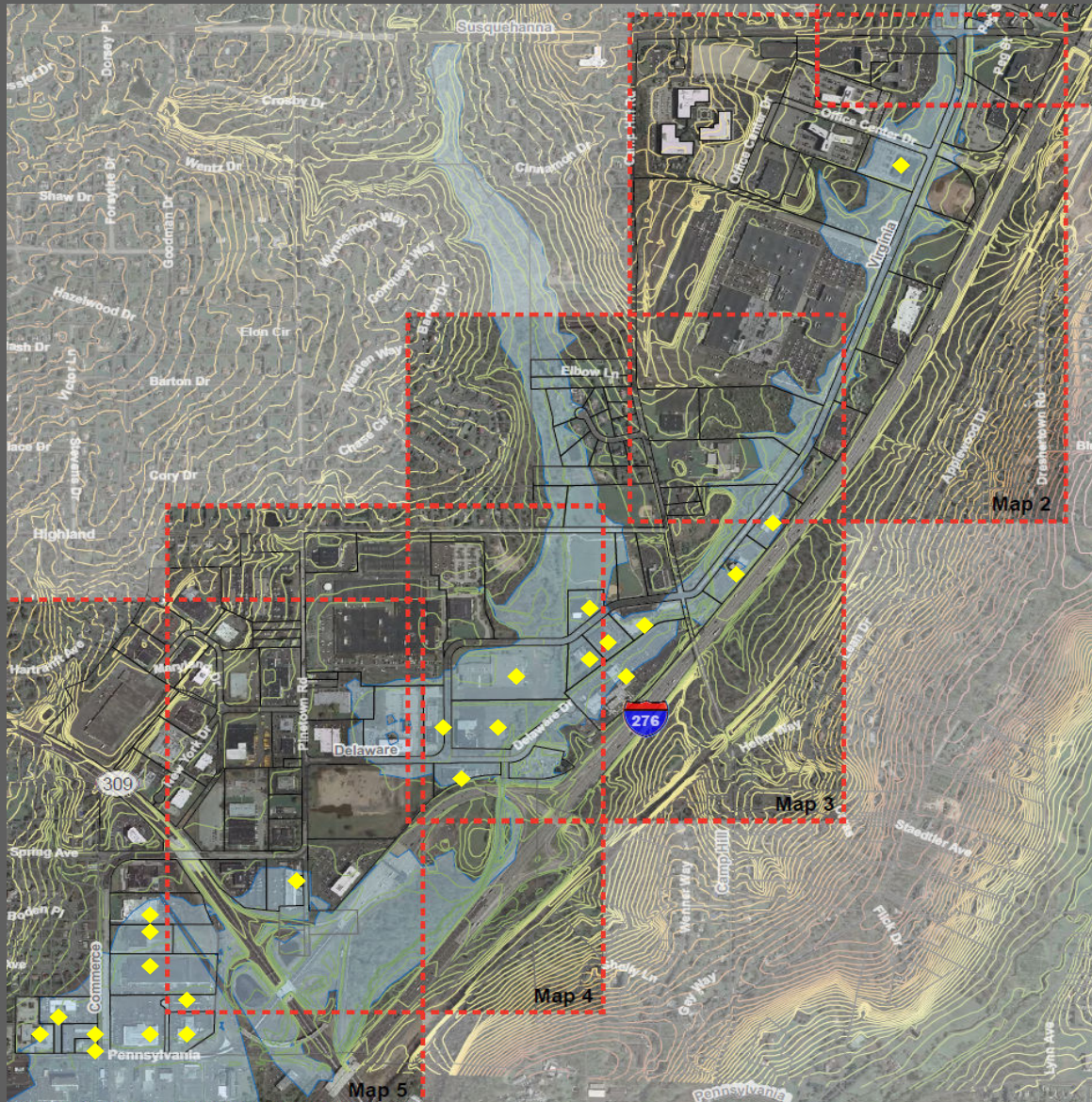
TDR Goals & Implementation

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

Understanding the Market

Future Realities

- ▶ Scale of demand
- ▶ Balancing values between sending & receiving zones
- ▶ Estimating bonuses
- ▶ Adequate number of “buyers” & “sellers”



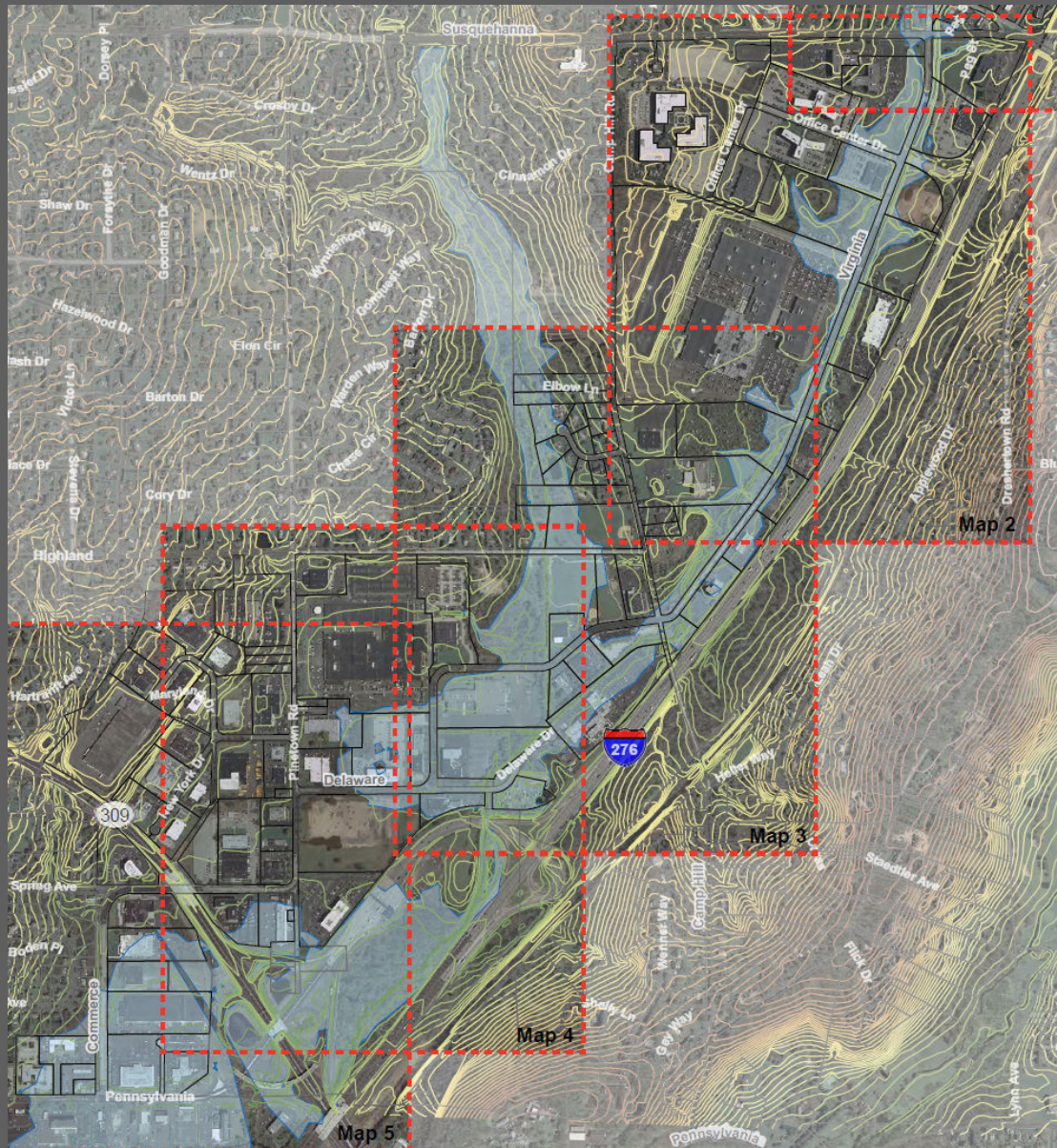
Turning Goals into a Game Plan

| Address | Street | Block/Lot # | Building Use | Existing Building (SF) | | | | Potential Incremental Development (SF) | | | | Credits |
|---------|-------------------|-----------------|----------------------|------------------------|--------|--------|--------|--|-------|--------|--------|---------|
| | | | | Industrial/Warehouse | Hotel | Office | Retail | Industrial/Warehouse | Hotel | Office | Retail | |
| 135 | Commerce Dr. | Block 50/Lot 30 | Industrial/Warehouse | 144,908 | | | | | | | | 14.50 |
| 155 | Commerce Dr. | Block 50/Lot 58 | Industrial/Warehouse | 25,088 | | | | 16,700 | | | | 3.00 |
| 175 | Commerce Dr. | Block 50/Lot 35 | Industrial/Warehouse | 42,990 | | | | 20,700 | | | | 5.00 |
| 285 | Commerce Dr. | Block 50/Lot 26 | Hotel | | 76,343 | | | | | | | 15.25 |
| 425 | Delaware Ave. | Block 50/Lot 48 | Office | | | 21,058 | | | | 6,400 | | 4.50 |
| 165 | Indiana Ave. | Block 50/Lot 33 | Office | | | 10,189 | | | | | | 2.00 |
| 467 | Pennsylvania Ave. | Block 43/Lot 23 | Office | | | 32,464 | | | | | | 6.50 |
| 471 | Pennsylvania Ave. | Block 43/Lot 15 | Retail | | | | 4,720 | | | | 1,300 | 1.50 |
| 475 | Pennsylvania Ave. | Block 43/Lot 21 | Retail | | | | 1,392 | | | | 2,800 | 0.75 |
| 515 | Pennsylvania Ave. | Block 50/Lot 37 | Office | | | 83,998 | | | | | | 16.75 |
| 535 | Pennsylvania Ave. | Block 50/Lot 36 | Office | | | 30,160 | | | | | | 6.00 |
| 440 | Virginia Dr. | Block 50/Lot 49 | Office | | | 17,436 | | | | 14,500 | | 4.00 |
| 475 | Virginia Dr. | Block 50/Lot 51 | Office | | | 76,008 | | | | | | 15.25 |
| 525 | Virginia Dr. | Block 50/Lot 46 | Industrial/Warehouse | 129,704 | | | | 27,800 | | | | 14.00 |
| 550 | Virginia Dr. | Block 50/Lot 47 | Industrial/Warehouse | 16,944 | | | | 12,700 | | | | 2.00 |
| 555 | Virginia Dr. | Block 50/Lot 45 | Industrial/Warehouse | 10,864 | | | | 17,100 | | | | 1.75 |
| 565 | Virginia Dr. | Block 50/Lot 44 | Office | | | 14,868 | | | | 8,000 | | 3.25 |
| 575 | Virginia Dr. | Block 50/Lot 54 | Industrial/Warehouse | 21,976 | | | | 7,200 | | | | 2.50 |
| 1005 | Virginia Dr. | Block 50/Lot 42 | Office | | | 87,000 | | | | 8,800 | | 17.75 |
| 1015 | Virginia Dr. | Block 52/Lot 20 | Office | | | 19,920 | | | | 5,300 | | 4.25 |
| 1035 | Virginia Dr. | Block 52/Lot 25 | Office | | | 30,720 | | | | | | 6.25 |
| 1250 | Virginia Dr. | Block 52/Lot 17 | Office | | | 45,252 | | | | | | 9.00 |

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

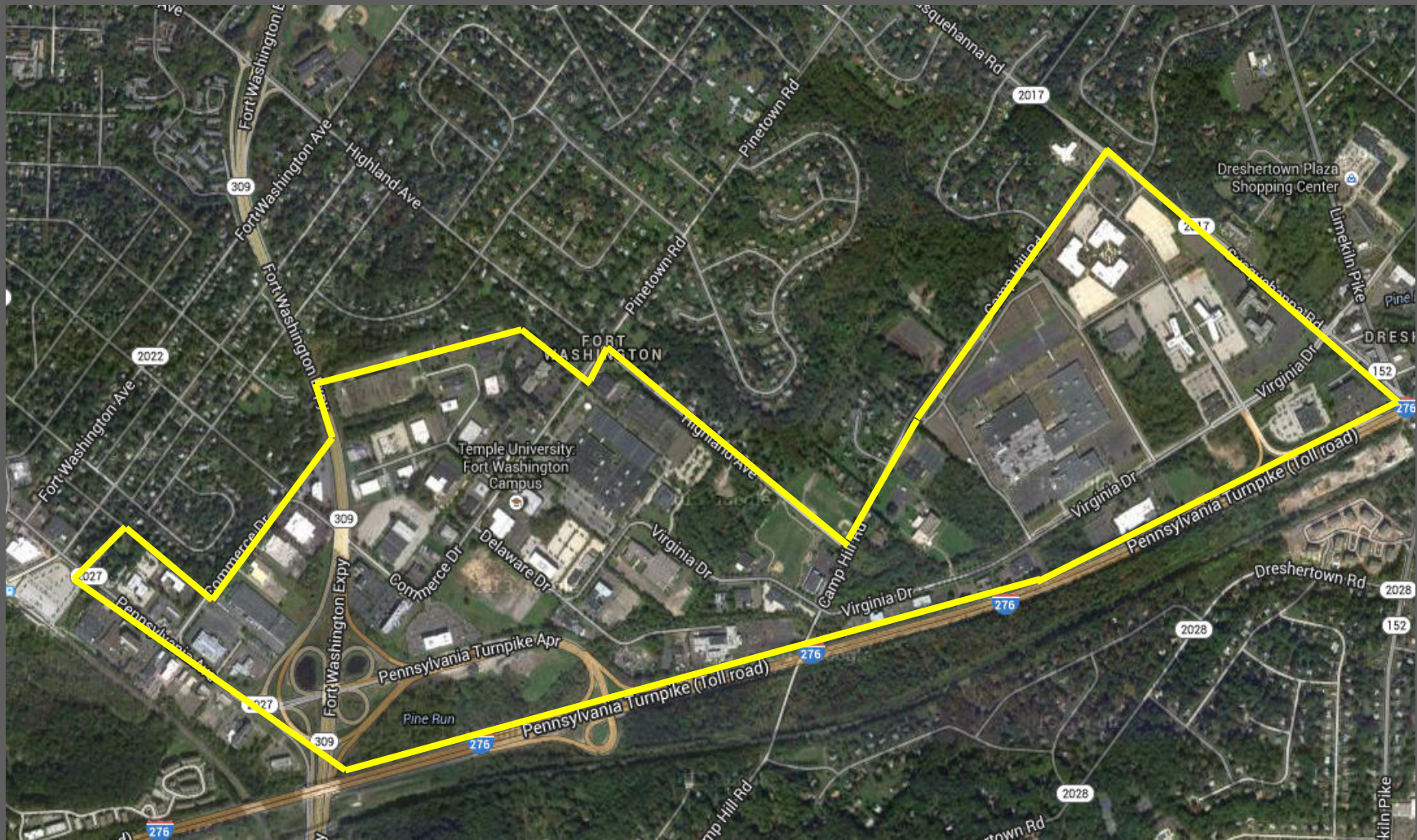
Expectations for the Future



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



TDR Ordinance for the Fort Washington Office Park