Making Cents of the Local Land Use Plan

PA Chapter of APA 2013 Annual Conference

October 21, 2013
Growth

- 50% population increase since 1990; 21% increase since 2000
- 122 residential building permits issued per year since 2001
- Nearly half township’s housing stock built between 1970-2000; 20% constructed since 2000; less than 10%
Peters Background

- Demographic trends
  - High median age (43 years)
  - Family-oriented (most predominant age cohorts: 50-54 year olds, 10-14 year olds)
  - Highly educated, affluent (median HH income: $100,109)
  - Single-family housing: 98% of housing units
  - Median housing value: $300,000

Source: Southwestern Pennsylvania Commission, US Census 2010

Source: Southwestern Pennsylvania Commission, ACS 2005-2009 5 Year Estimates
Peters Background

- Land use pattern
  - Primarily large lot single-family residential
  - Rte 19 strip
  - Eastern third of the township sparsely developed
  - Some large farms
Peters Background

EXISTING LAND USE

Source: Peters Township Planning Department
Things to Celebrate

- Schools
- Library
- Parks and trails
- Low taxes
- Family oriented
- Rural identity
Planning Realities/Challenges

- Two-thirds developed
- Bedroom suburb
- One-dimensional
- Few housing options
- Lack of identity
- Congested strips
- No connectivity
- Not walkable
- Unsustainable
Process

- Steering Committee
- Educate
  - Snapshot/Measures
  - Market Analysis
  - Opinion

THE MARKET

- Challenges
- Opportunities

Diagnostic Tools

- Education, Engagement, Equity, and Economic Development
Scenario Process

- Engage the community
- Consider choices
- Understand the consequences
- Gain commitment
Imagine the Possibilities.

- How do we grow?
- Where should we grow?
- What are we proud of, or what would we change?
- Can we pay for growth?
- Are we still proud of where we live?
**Scenario Planning Process**

**What is scenario planning?**

Scenario planning is an analytical process that provides the framework for developing a shared, long-term vision of the future.

**Key Points:**

- 2+ Possible Futures
- Measure & Evaluate Trade-Offs
- More Informed Decision-Making
- Public Facilities & Services
- Fiscal Impact Analysis

Scenario planning is all about playing well with others.
Scenario Planning Process
Community Report Card:

- No. of Place-Based Centers
- Hierarchy of Activity Centers
- Housing Choices
- Single Family / Multifamily Split
- Demand for Parkland
- Land Preserved as Open Space
- Working Farms Lost to Development
- Maintain Rural Character
- Emphasis on Redevelopment
- Travel Mode Choice
- Transit Concentration
- Jobs-Housing Balance
- Nearby Shop / Work Opportunities
- Demand for Police Protection
- Demand for Sewer Service
- Demand for New Schools
- Net Annual Operating Revenue
Scenario Planning Process

**Current Conditions**
- 830 Acres
- 0.77 Jobs / Person in the Labor Force

**Trend Development**
- 100% Lost
- 0.63 Jobs / Person in the Labor Force

**Citizen Scenario**
- 14% Lost
- 0.88 Jobs / Person in the Labor Force

**Forever Green**
- 0% Lost
- 1.07 Jobs / Person in the Labor Force

**Hybrid Development**
- 100% Lost
- 0.71 Jobs / Person in the Labor Force
### Scenario Planning Process

#### Net Annual Operating Revenue:

- Real Estate Tax
- Earned Income Tax
- Transfer Tax
- Other Taxes
- Fines
- Interest
- Grants
- Fees
- Licenses/Permits/Other
- General Government
- Public Works
- Public Safety
- Planning
- Library
- Cable Television
- Recreation
- Insurance
- Miscellaneous
Scenario Planning Workshop

Day 1
Growth Symposium
“Inform”

Day 2
Growth Workshop
“Explore”

Day 3
Closing Presentation
“Contemplate”
New Street Serving High-Value Homes ^

A group of high-value lake properties petition the city to take over their road. They agree to pay the entire cost to build the road -- a little more than $25,000 per lot -- in exchange for the city agreeing to assume the maintenance. As one city official said, "A free road!"

How much is the repair cost estimated to be after one life cycle and how does that compare to the amount of revenue from these properties over that same period? The answer is that it will cost an estimated $154,000 to fix the road in 25 years, but the city will only collect $79,000 over that period for road repair.

^ = Case study put together by the Strong Town Blog (www.strongtowns.org)
Small Town Wastewater System Upgrades ^

A small town received support to build a sewer system from the federal government back in the 1960s as part of a community investment program. Additional support was given in the 1980s to rehabilitate the system. Today, the system needs complete replacement at a cost of $3.3 million. This is roughly $27,000 per family, which is also the median household income. Without massive public subsidy, this city cannot maintain their sewer system.

^ = Case study put together by the Strong Town Blog (www.strongtowns.org)
Scenario Planning Works

Convenience Services
Rural Character/Farms
More Recreation
Transit
Mixed Use
Connectivity
Town Center Improvement
More Trails/Walkways
Green Space/Open Space
Increased Density
Quality Design
Housing Mix
Public Spaces
Guiding Principles:

- Promote Unique Activity Centers
- Emphasize Housing Choice & Diversity
- Stay Forever Green
- Build Township Character & Identity
- Increase Transportation Choice & Walkability
- Enhance Our Municipal Advantage
- Excel in Education & Town Services
Scenario Planning Works

#1: Trend Development
#2: Citizen Scenario

#3: Forever Green
#4: Hybrid Development
#1 Trend Development Scenario

- Continue the Same
- Large-Lot SF Neighborhoods
- B.O. Pop – 35,000
- B.O. Emp – 10,000
#2 Citizen Scenario

- Activity Centers
- Mixed-Use / Housing Choice
- B.O. Pop – 40,000
- B.O. Emp – 16,000
#3 Forever Green

- Keep the Trees / Save the Hills
- Clustered Development
- B.O. Pop – 32,000
- B.O. Emp – 16,000
#4 Hybrid Development

- Keep Us in the Black
- Remember Scenario No. 2
- B.O. Pop – 37,000
- B.O. Emp – 12,000
Crunching the Numbers
## Crunching the Numbers

### Assumption Info

<table>
<thead>
<tr>
<th>Assumption</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>General</strong></td>
<td></td>
</tr>
<tr>
<td>EI TAX -- AVG MFR HH INCOME</td>
<td>Type: Number Range: 0 - 200000 Default: 100000 Units:</td>
</tr>
<tr>
<td>EI TAX -- AVG SFR HH INCOME</td>
<td>Type: Number Range: 0 - 200000 Default: 131953 Units:</td>
</tr>
<tr>
<td>IND -- Average Employee Space Ratio</td>
<td>Type: Number Range: 0 - 4 Default: 2.31 Units:</td>
</tr>
<tr>
<td>MFR -- Average HH Size</td>
<td>Type: Number Range: 0 - 5 Default: 2.33 Units:</td>
</tr>
<tr>
<td>OFF -- Average Employee Space Ratio</td>
<td>Type: Number Range: 0 - 5 Default: 4.15 Units:</td>
</tr>
<tr>
<td>PARK -- Acres of Parkland</td>
<td>Type: Number Range: 0 - 1000 Default: 337 Units:</td>
</tr>
<tr>
<td>POLICE -- Size of Force</td>
<td>Type: Number Range: 0 - 40 Default: 26 Units:</td>
</tr>
</tbody>
</table>

### Assumption Info

<table>
<thead>
<tr>
<th>Assumption</th>
<th>TOT_VALUE_ACRE</th>
</tr>
</thead>
<tbody>
<tr>
<td>POS</td>
<td>3,035</td>
</tr>
<tr>
<td>WF</td>
<td>1,553</td>
</tr>
<tr>
<td>EDR</td>
<td>25,206</td>
</tr>
<tr>
<td>LLR</td>
<td>9,116</td>
</tr>
<tr>
<td>LLRN</td>
<td>93,496</td>
</tr>
<tr>
<td>SLRN</td>
<td>152,799</td>
</tr>
<tr>
<td>CBRN</td>
<td>75,391</td>
</tr>
<tr>
<td>MXRN</td>
<td>55,848</td>
</tr>
<tr>
<td>MFRN</td>
<td>143,629</td>
</tr>
<tr>
<td>NCC</td>
<td>47,863</td>
</tr>
<tr>
<td>SSC</td>
<td>87,777</td>
</tr>
<tr>
<td>SOC</td>
<td>124,046</td>
</tr>
<tr>
<td>LI</td>
<td>38,272</td>
</tr>
<tr>
<td>CIV</td>
<td>139,487</td>
</tr>
<tr>
<td>MUN</td>
<td>300,000</td>
</tr>
<tr>
<td>MUC</td>
<td>800,000</td>
</tr>
<tr>
<td>REC</td>
<td>400,000</td>
</tr>
</tbody>
</table>

---

**Plan Peters 2022**

*Our Community, Our Future*
### Crunching the Numbers

<table>
<thead>
<tr>
<th>PT_CAT</th>
<th>SITE_EFF</th>
<th>PERCENT_RES</th>
<th>PERCENT_NONRES</th>
<th>PERCENT_SFR</th>
<th>PERCENT_MFR</th>
<th>NET_DENSITY</th>
<th>GROSS_DENSITY</th>
<th>FAR</th>
<th>PERCENT_OFF</th>
<th>PERCENT_RET</th>
<th>PERCENT_IND</th>
</tr>
</thead>
<tbody>
<tr>
<td>POS</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
</tr>
<tr>
<td>WF</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
</tr>
<tr>
<td>EDR</td>
<td>1.00</td>
<td>1.00</td>
<td>0.00</td>
<td>1.00</td>
<td>0.00</td>
<td>0.00</td>
<td>0.15</td>
<td>0.15</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
</tr>
<tr>
<td>LLR</td>
<td>1.00</td>
<td>1.00</td>
<td>0.00</td>
<td>1.00</td>
<td>0.00</td>
<td>0.00</td>
<td>0.62</td>
<td>0.62</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
</tr>
<tr>
<td>LLRN</td>
<td>0.73</td>
<td>1.00</td>
<td>0.00</td>
<td>1.00</td>
<td>0.00</td>
<td>0.00</td>
<td>1.45</td>
<td>1.20</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
</tr>
<tr>
<td>SDLN</td>
<td>0.81</td>
<td>1.00</td>
<td>0.00</td>
<td>1.00</td>
<td>0.00</td>
<td>0.00</td>
<td>5.12</td>
<td>4.00</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
</tr>
<tr>
<td>CBRN</td>
<td>0.60</td>
<td>1.00</td>
<td>0.00</td>
<td>1.00</td>
<td>0.00</td>
<td>0.00</td>
<td>3.02</td>
<td>1.20</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
</tr>
<tr>
<td>MFRN</td>
<td>0.77</td>
<td>1.00</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td>0.50</td>
<td>0.50</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
</tr>
<tr>
<td>MFRN</td>
<td>0.89</td>
<td>1.00</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td>1.00</td>
<td>6.25</td>
<td>5.50</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
</tr>
<tr>
<td>NCC</td>
<td>1.00</td>
<td>0.00</td>
<td>1.00</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td>8.00</td>
<td>0.20</td>
<td>0.25</td>
<td>0.75</td>
<td>0.00</td>
</tr>
<tr>
<td>SSC</td>
<td>1.00</td>
<td>0.00</td>
<td>1.00</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td>0.18</td>
<td>0.00</td>
<td>1.00</td>
</tr>
<tr>
<td>SOC</td>
<td>1.00</td>
<td>0.00</td>
<td>1.00</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td>0.20</td>
<td>1.00</td>
<td>0.00</td>
</tr>
<tr>
<td>LI</td>
<td>1.00</td>
<td>0.00</td>
<td>1.00</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td>0.11</td>
<td>0.00</td>
<td>1.00</td>
</tr>
<tr>
<td>CIV</td>
<td>1.00</td>
<td>0.00</td>
<td>1.00</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td>0.22</td>
<td>1.00</td>
<td>0.00</td>
</tr>
<tr>
<td>MUN</td>
<td>0.50</td>
<td>0.85</td>
<td>0.15</td>
<td>0.50</td>
<td>0.50</td>
<td>5.50</td>
<td>4.50</td>
<td>0.30</td>
<td>0.25</td>
<td>0.75</td>
<td>0.00</td>
</tr>
<tr>
<td>MUC</td>
<td>0.70</td>
<td>0.40</td>
<td>0.60</td>
<td>0.00</td>
<td>1.00</td>
<td>11.50</td>
<td>12.00</td>
<td>0.40</td>
<td>0.25</td>
<td>0.75</td>
<td>0.00</td>
</tr>
<tr>
<td>REC</td>
<td>0.65</td>
<td>0.00</td>
<td>1.00</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td>0.30</td>
<td>1.00</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
</tr>
</tbody>
</table>
The Fiscal Impact Analysis Results

Current Conditions
Deficit ($2,142,966)

Trend Development
Annual Surplus (~ $900,000)

Citizen Scenario
Annual Deficit (~ $900,000)

Forever Green
Annual Deficit (~ $1,500,000)

Hybrid Development
Annual Surplus (~ $300,000)
Thinking Through the Results

- Timing (and development status) can mean everything
- Expand the LU palette
- Be prepared for what drives revenues & expenditures in the community
- Sometimes high revenue development means even higher service costs
- Ultimately, follow all the goals for the comprehensive plan
Peters Township will continue to do what it does best – provide an enviable living environment with great schools, efficient services, proactive government and significant open spaces – while enhancing its competitive position in the region as a fiscally and environmentally sustainable community through increased housing choices for all stages of life, expanded employment opportunities, vibrant activity nodes, walkable neighborhoods and improved connectivity.
The Results...
The Results

- Clear vision
- Guiding principles
- Fiscally sustainable plan
- Blueprint for action
  - Revised zoning
  - Form-Based Code
  - Development incentives
  - Business recruitment
  - Connectivity
  - Redevelopment