

# MONTGOMERY COUNTY PLANNING COMMISSION

## E6: Keystone Employment & Economic Plan (KEEP)

*Using the Specific Plan to Promote Redevelopment*



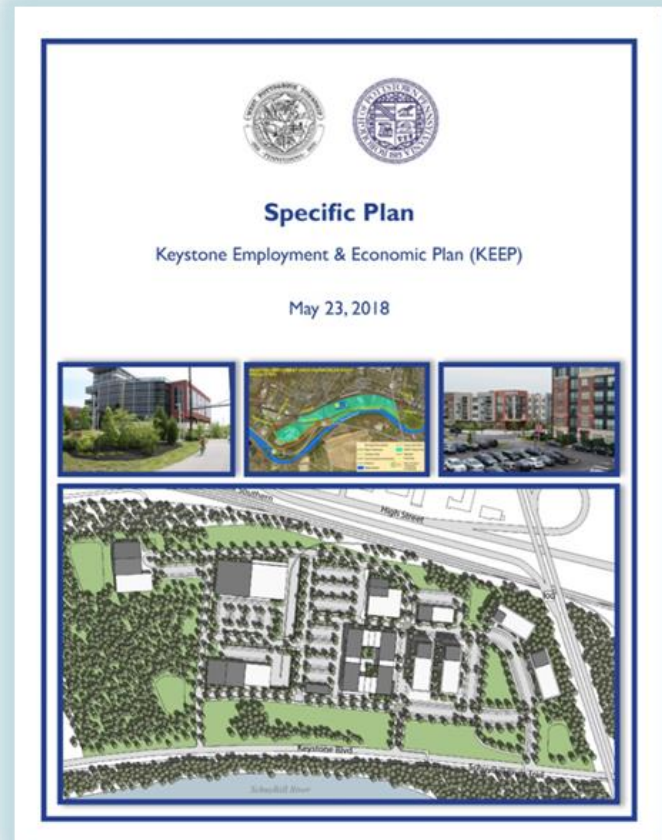
# Presentation Outline

## I. Specific Plans

- A. What exactly is a Specific Plan?
- B. Development incentives \* *panel comments*

## II. Background

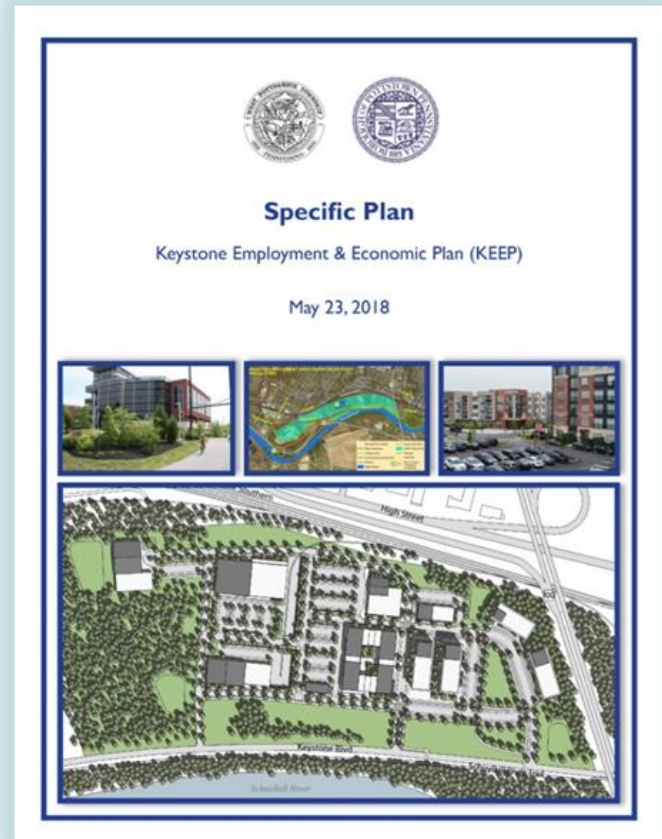
- A. KEEP project site: assets and challenges
- B. Past planning efforts (area and region) \* *panel comments*



# Presentation Outline (continued)

## III. Keystone Employment & Economic Plan

- A. Memorandum of Understanding (MOU)
- B. Funding
- C. Parties involved
- D. Recommendations
  - 1. Highest and best use
  - 2. Infrastructure improvements
  - 3. Concept plan
  - 4. Public and private return
  - 5. Principles for development



# Presentation Outline (continued)

IV. Adoption

V. Follow-on

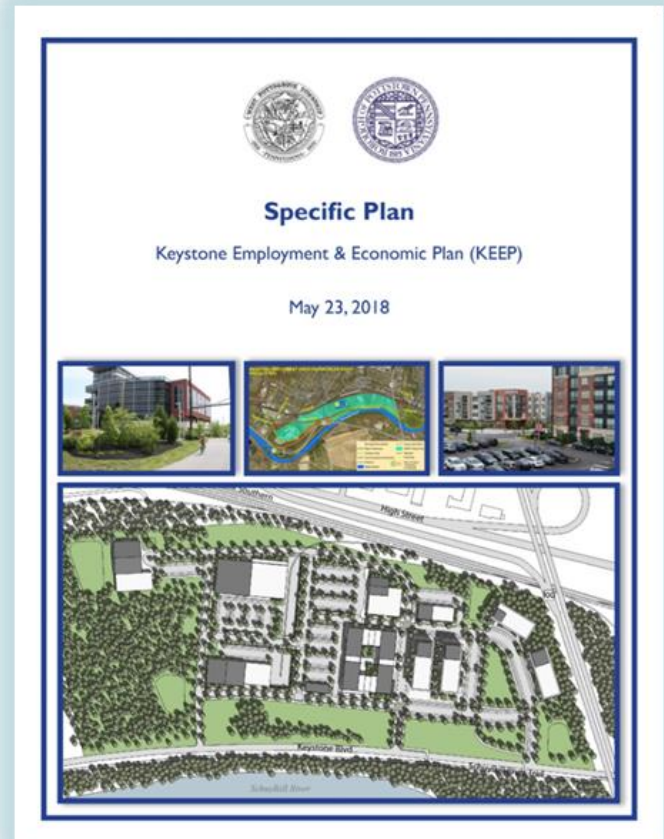
A. Efforts to secure fill

B. RFI

C. Zoning

D. RFQ

VI. Discussion and questions



# MONTGOMERY COUNTY PLANNING COMMISSION

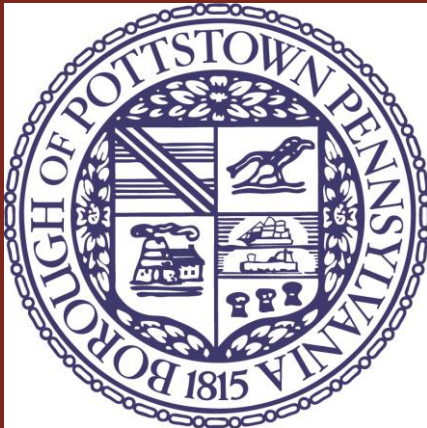
## Introductions: Peggy Lee-Clark, Executive Director, PAID





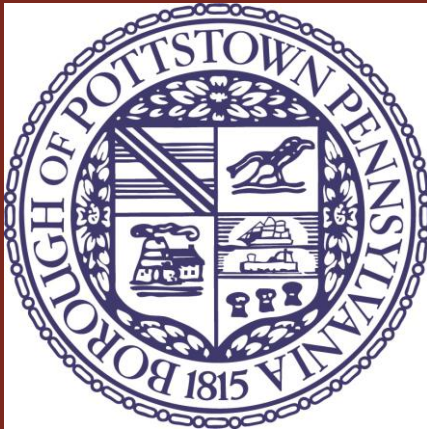
# MONTGOMERY COUNTY PLANNING COMMISSION

## Introductions: Justin Keller, Pottstown Borough Manager



# MONTGOMERY COUNTY PLANNING COMMISSION

## Introductions: John Cover, AICP, Assistant Director Montgomery County Planning Commission



# MONTGOMERY COUNTY PLANNING COMMISSION

**Introductions: Mike Narcowich, AICP, Assistant  
Section Chief: Community Planning  
Montgomery County Planning Commission**





# MONTGOMERY COUNTY PLANNING COMMISSION

## I. Specific Plans



# What exactly is a “Specific Plan”?

## A. Municipalities Planning Code requires:

1. Description of area, standards for land uses and facilities
2. Location and design of transportation facilities, including roads
3. Standards for density, intensity, land coverage and supporting services (including utilities)

*Municipalities Planning Code  
(MPC, PA Act 247, Section 1106)  
states:*

*“Participating municipalities shall have authority to adopt a specific plan for the systematic implementation of a county or multimunicipal comprehensive plan for any nonresidential part of the area covered by the plan.”*

# What exactly is a “Specific Plan”? (continued)

## A. Municipalities Planning Code requires (continued):

4. Standards for conservation of open space, agriculture and natural resources
5. Program of implementation. Regulations may be amended into county/municipal ordinances or adopted as separate ordinances.

*Municipalities Planning Code  
(MPC, PA Act 247, Section 1106)  
states:*

*“No capital project by any municipal authority or municipality shall be approved or undertaken and no final plan, development plan or plat for any subdivision or development of land shall be approved unless such projects, plans or plats are consistent with the adopted specific plan.”*

# Specific Plan

## B. Development Incentives

1. Applicants must only submit *final plan*
  - a. Saves time and money
2. Certainty/less risk. Municipalities:
  - a. Endorse specific plan
  - b. Will only undertake capital projects in area consistent with specific plan
3. No county/municipal plan review fees

\*\*\* *Panel comments*

*Municipalities Planning Code  
(MPC, PA Act 247, Section 1106)  
states:*

*“A county or counties and participating municipalities are prohibited from assessing subdivision and land development applicants for the cost of the specific plan.”*

# MONTGOMERY COUNTY PLANNING COMMISSION

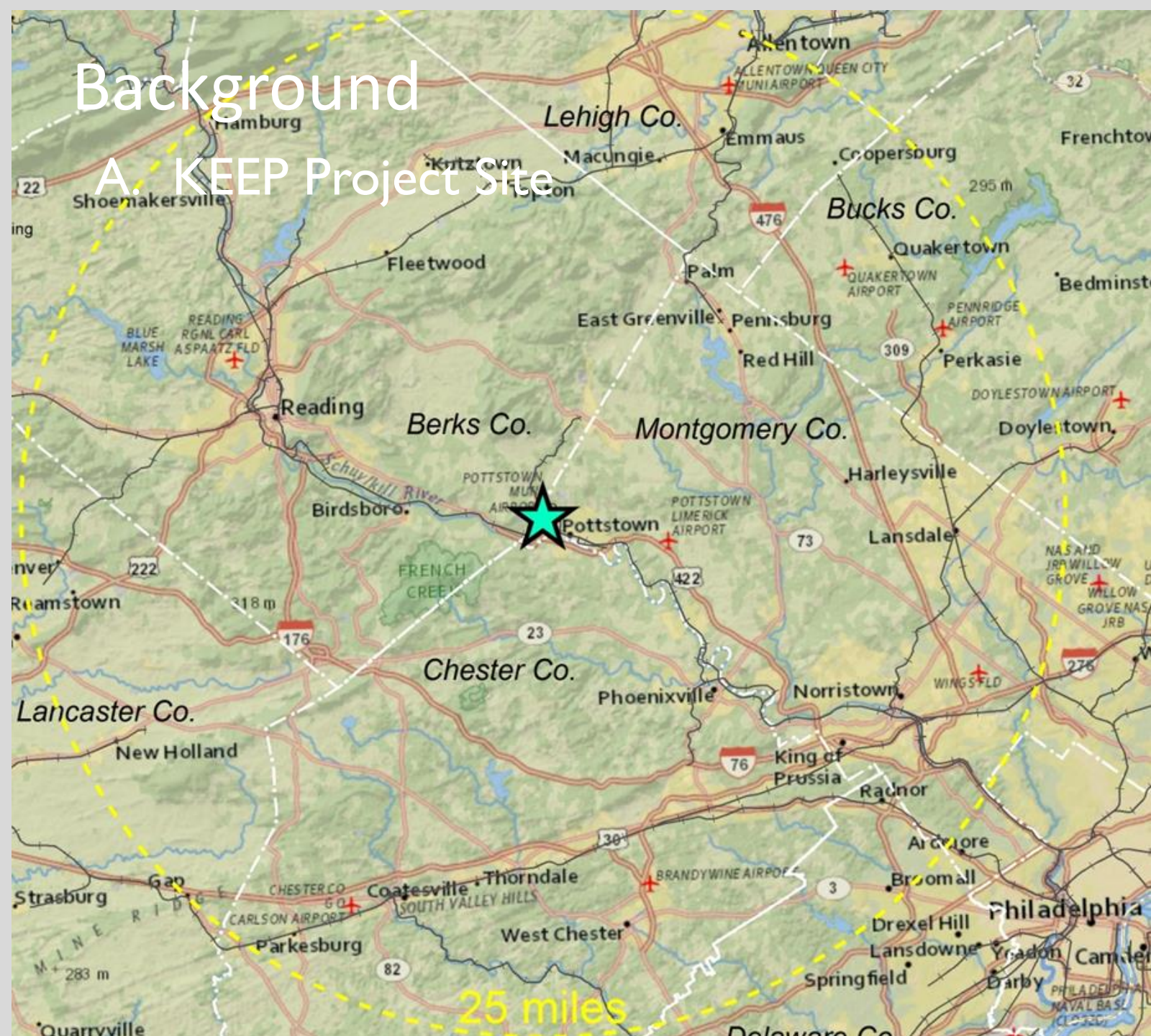
## II. Background





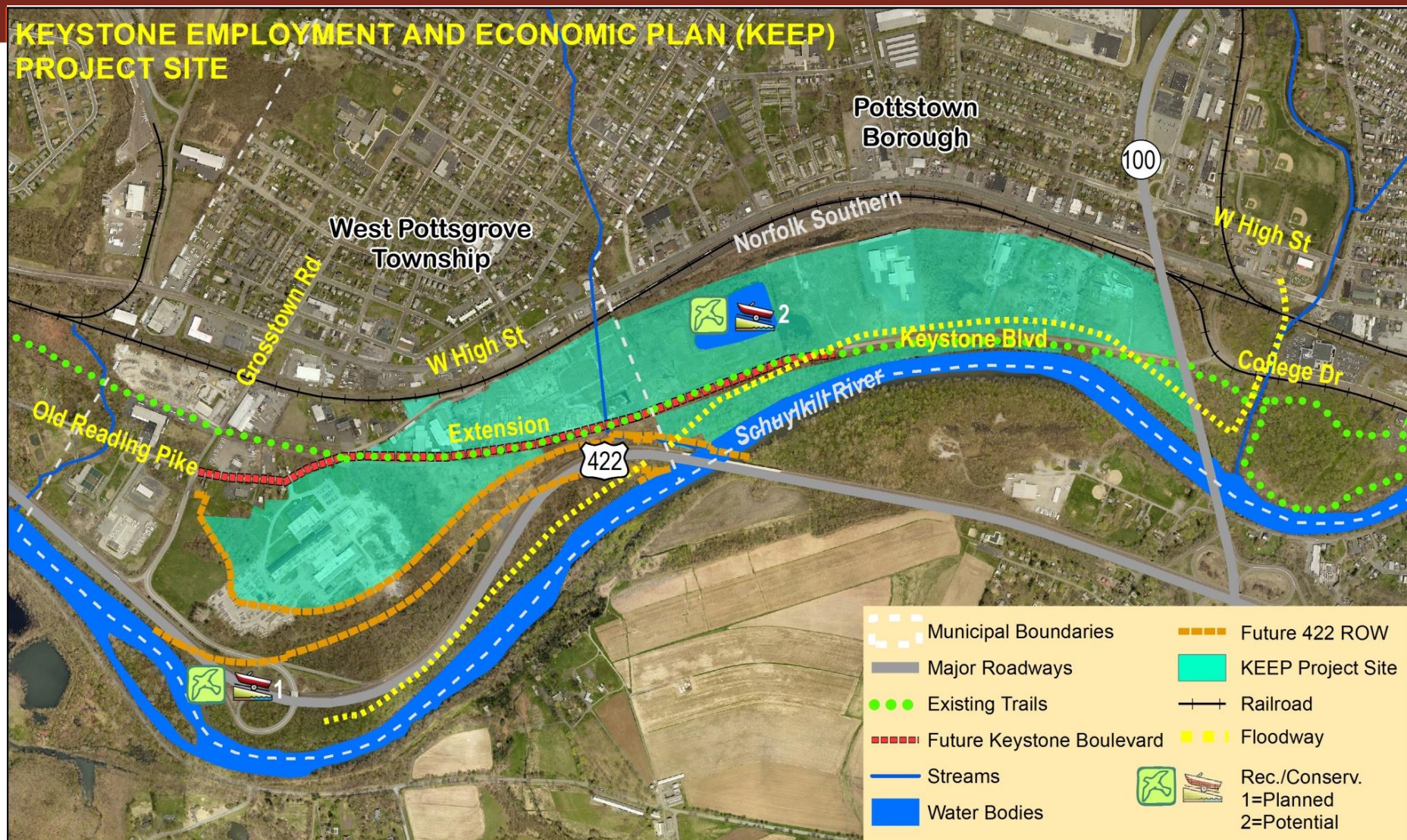
# Background

## A. KEEP Project Site





# Background: A. KEEP Project Site (continued)





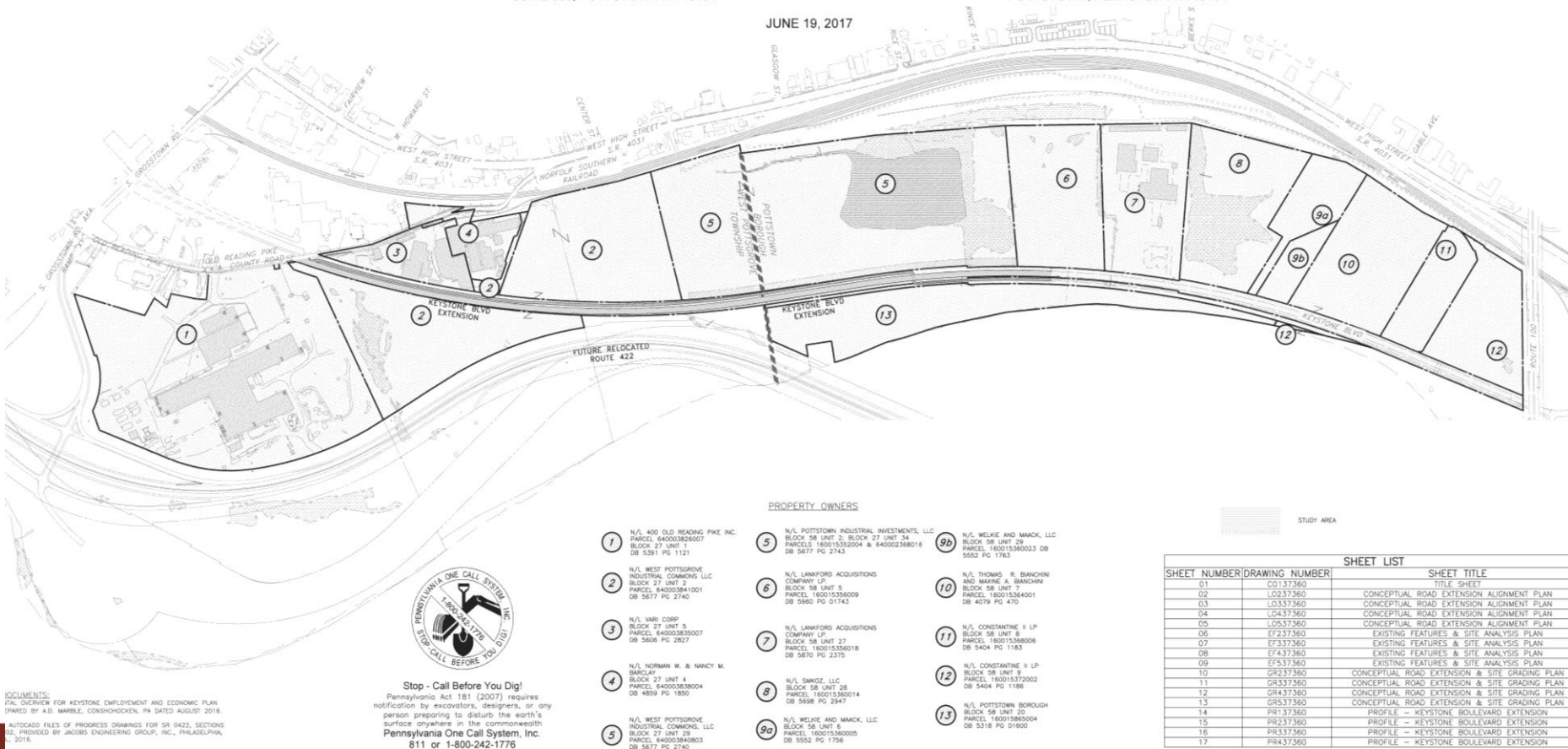
# Background: A. KEEP Project Site (continued)

## KEYSTONE EMPLOYMENT & ECONOMIC PLAN POTTSTOWN BOROUGH & WEST POTTS GROVE TOWNSHIP - MONTGOMERY COUNTY - PENNSYLVANIA

PREPARED FOR: POTTSTOWN AREA INDUSTRIAL DEVELOPMENT  
152 EAST HIGH STREET  
SUITE 360, POTTSTOWN PA 19464

PREPARED BY: BURSICH ASSOCIATES, INC.  
2129 EAST HIGH STREET  
POTTSTOWN, PENNSYLVANIA 19464

JUNE 19, 2017



Stop - Call Before You Dig!  
Pennsylvania Act 181 (2007) requires notification by excavators, designers, or any person preparing to disturb the earth's surface anywhere in the commonwealth  
Pennsylvania One Call System, Inc.  
811 or 1-800-242-1776

### PROPERTY OWNERS

SHEET LIST	
SHEET NUMBER/DRAWING NUMBER	SHEET TITLE
01	CD137360 TITLE SHEET
02	LO237360 CONCEPTUAL ROAD EXTENSION ALIGNMENT PLAN
03	LO337360 CONCEPTUAL ROAD EXTENSION ALIGNMENT PLAN
04	LO437360 CONCEPTUAL ROAD EXTENSION ALIGNMENT PLAN
05	LO537360 CONCEPTUAL ROAD EXTENSION ALIGNMENT PLAN
06	EF237360 EXISTING FEATURES & SITE ANALYSIS PLAN
07	EF337360 EXISTING FEATURES & SITE ANALYSIS PLAN
08	EF437360 EXISTING FEATURES & SITE ANALYSIS PLAN
09	EF537360 EXISTING FEATURES & SITE ANALYSIS PLAN
10	GR237360 CONCEPTUAL ROAD EXTENSION & SITE GRADING PLAN
11	GR337360 CONCEPTUAL ROAD EXTENSION & SITE GRADING PLAN
12	GR437360 CONCEPTUAL ROAD EXTENSION & SITE GRADING PLAN
13	GR537360 CONCEPTUAL ROAD EXTENSION & SITE GRADING PLAN
14	PR137360 PROFILE - KEYSTONE BOULEVARD EXTENSION
15	PR237360 PROFILE - KEYSTONE BOULEVARD EXTENSION
16	PR337360 PROFILE - KEYSTONE BOULEVARD EXTENSION
17	PR437360 PROFILE - KEYSTONE BOULEVARD EXTENSION

DOCUMENTS:  
ITAL OVERVIEW FOR KEYSTONE EMPLOYMENT AND ECONOMIC PLAN  
DRAWN BY A.D. MARBLE, CONSHOHOCKEN, PA DATED AUGUST 2016.  
AUTOCAD FILES OF PROGRESS DRAWINGS FOR SR 422, SECTIONS  
02, PROVIDED BY JACOBS ENGINEERING GROUP, INC., PHILADELPHIA,  
PA, 2016.

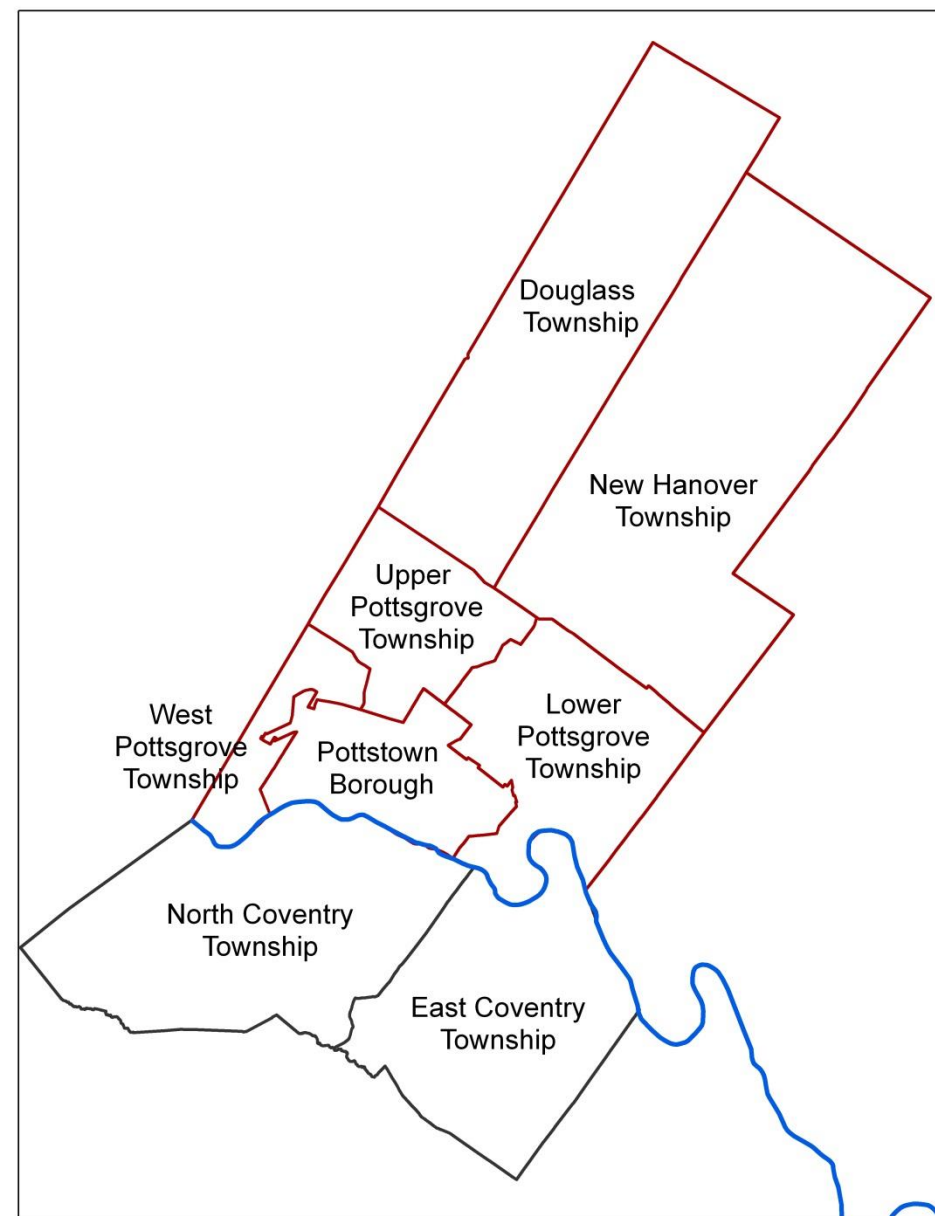
# Background: A. KEEP Project Site (continued)

## Montgomery County, Pennsylvania



# Background

Both Pottstown and West Pottsgrove are part of the Pottstown Metropolitan Regional Planning Committee





# Background

## A. KEEP Project Site (continued)

1. Pottstown Borough  
(population 22,715)
2. West Pottsgrove Township  
(population 3,887)

*Source: American Community Survey, 2017*



*High Street, Pottstown Borough*



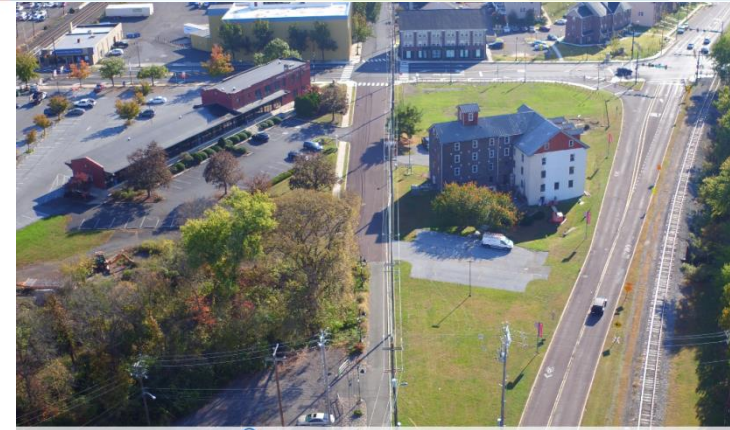
*Stowe, West Pottsgrove Township*

# Background

## A. KEEP Project Site (continued)

### I. Assets

- a. Transportation access
- b. Location (market)
- c. Proximity to downtown Pottstown and Philadelphia, Schuylkill River, community college



*Montgomery County Community College's Sustainability and Innovation Hub (above) and the Schuylkill River (below)*



# Background

## A. KEEP Project Site (continued)

### I. Assets

- d. Last large undeveloped/underdeveloped area in borough and township available for industrial uses
- e. Attractive price
- f. Much of planning and engineering already done



*KEEP Project Site (above and below)*





# Background

## KEEP Project Site: Assets (continued)





# Background: Assets (continued, video)





# Background

## A. KEEP Project Site (continued)

### 2. Challenges

- a. Site cleanup
- b. Floodplain and floodway
- c. Building Keystone Boulevard extension
- d. Current market demand for site as-is



*Keystone Boulevard currently terminates in a dead-end*

# Background: Challenges: Building Keystone Boulevard (video)



# Background

## A. KEEP Project Site (continued)

### 2. Challenges

#### d. Current market demand for site as-is. Past uses include

- Landfill
- Industrial wastewater treatment plant
- Iron and brass foundry (Stanley Flagg Co.)
- Steel foundry
- Farley Metals
- Above- and underground storage tanks
- Manufacturing
- Salvage yard



*Property with pond is site of former Stanley Flagg Co.*



# Background

## A. KEEP Project Site (continued)

### 2. Challenges

d. Current market demand for site as-is. Current, recent, and considered uses include:

- Junkyard
- Scrap metal recycling
- Cooking oil recycling
- Hearse company

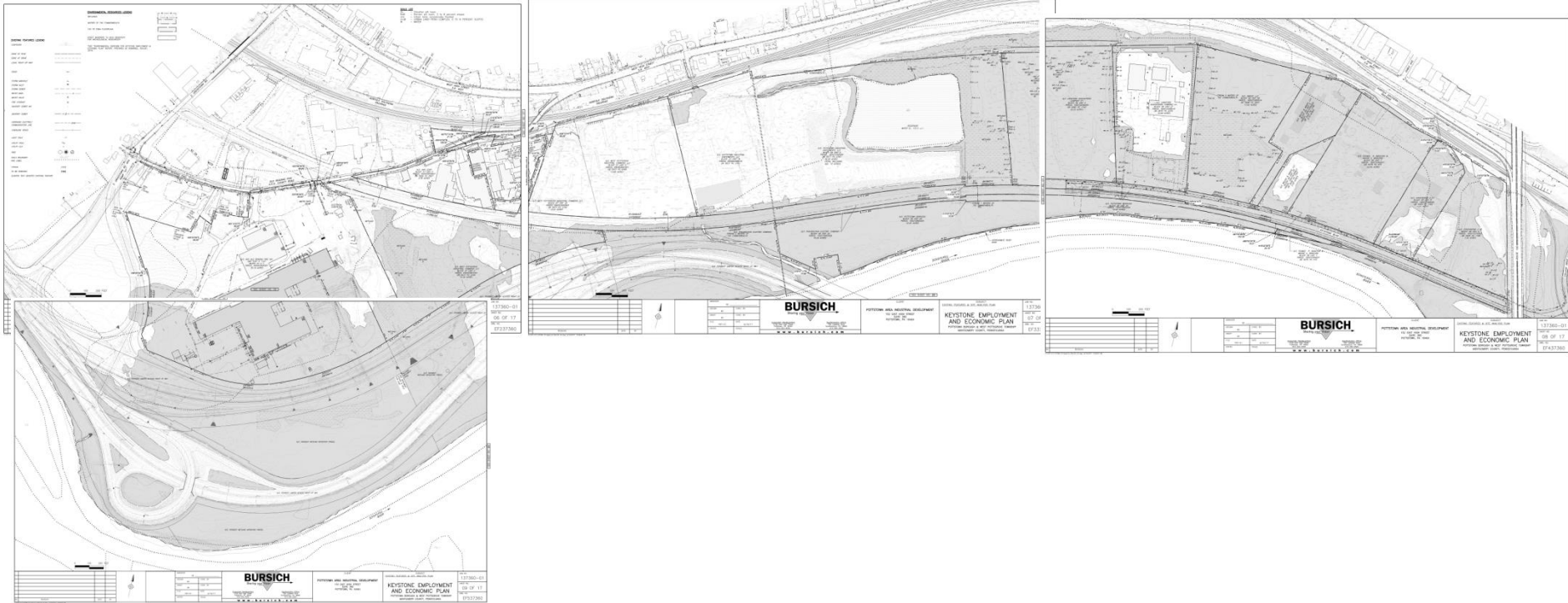


*Current uses, Keystone Boulevard*



*Warehouse, Old Reading Pike, Project Site*

*Floodplain (gray shaded area)*



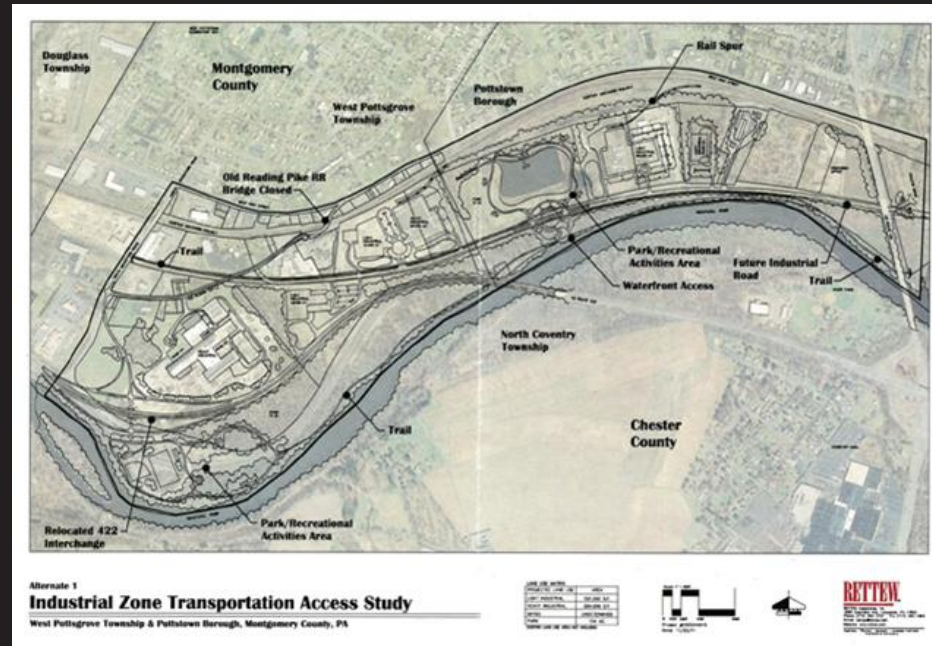


# Background (continued)

## B. Past planning

### I. Industrial Zone Access Study (Rettew)

- a. Recommended road extension
- b. Recommended manufacturing, office, hotel, recreation



# Background (continued)

## B. Past planning

### 2. Market Assessment and Fiscal Impact Study (Tischler Bise).

Strengths of location:

- a. Existing, underutilized infrastructure
- b. Location at center of east coast population mass
- c. Reasonably priced land
- d. Industrial could include alternative energy or recreation-related

*“The Pottstown Region offers an advantageous location for almost all consumer oriented product assemblage,” (based in part on its central east coast location and affordable land).*  
--- Regional Market Assessment

# Background

## B. Past planning

### 3. Urban Land Institute report

- a. Led to Pottstown, Pottstown School District and Montgomery County Redevelopment Authority reorganizing PAID
- b. PAID now serves to coordinate efforts and establish economic development priorities for Pottstown

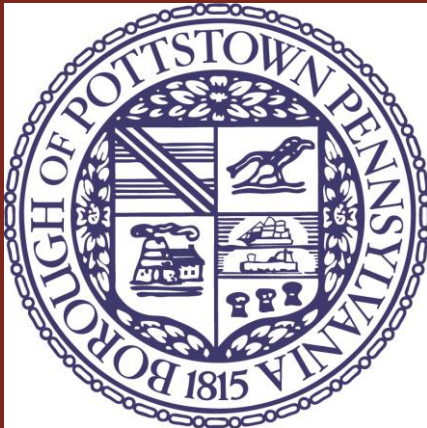
\*\*\* *Panel comments*





# MONTGOMERY COUNTY PLANNING COMMISSION

## III. Keystone Employment & Economic Plan Specific Plan



# Keystone Employment & Economic Plan: Specific Plan

## A. Memorandum of Understanding

1. Formed steering committee
2. Stated goals (including priority land uses)
3. Explained implementation method
  - a. Communicate with property owners
  - b. RFI and RFQ, select developer
  - c. Work to build Keystone Boulevard



### MEMORANDUM OF UNDERSTANDING

Keystone Employment & Economic Plan (KEEP)  
of Pottstown Borough and West Pottsgrove Township

The KEEP Oversight Committee, representing Pottstown Borough and West Pottsgrove Township, has drafted the following Memorandum of Understanding (MOU):

#### A. Purpose.

The purpose of this Memorandum of Understanding (MOU) is to enhance communication and cooperation between the governing bodies of Pottstown Borough and West Pottsgrove Township (collectively, "Participants") in order to bring about economic development for that portion of Pottstown Borough and West Pottsgrove Township that is bounded on the west by South Grosstown Road, on the south by the Schuylkill River, on the east by College Drive at its intersection with Keystone Boulevard, and on the north by the Norfolk-Southern rail line (see attached map).

#### B. Goals.

To create a new and vibrant, mixed use employment/residential center located in the municipalities of Pottstown Borough and West Pottsgrove Township that maximizes the redevelopment area's potential through public private partnerships. Redevelopment shall include any or all of the following or similar uses:

1. Office
2. Light Industrial
3. Research and Development (R&D)
4. Retail or Hotel
5. Apartment or Multifamily Condominiums, when part of a mixed use development
6. Supporting Recreation

It is understood that the success of this effort will be affected by the extension of Keystone Boulevard, and by the reconstruction of the Grosstown Road Interchange on U.S. 422.

# Keystone Employment & Economic Plan: Specific Plan

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It is understood that the success of this effort will be affected by the extension of Keystone Boulevard, and by the reconstruction of the Grosstown Road Interchange on U.S. 422.

## **Memorandum of Understanding**

*Designates targeted geographic area*

*Underscores importance of building Keystone Boulevard extension*



# Keystone Employment & Economic Plan: Specific Plan

## C. Elements of Implementation.

In order to implement the goals of this MOU, the Participants shall form an Oversight Committee. The members of the Oversight Committee shall be comprised of one voting representative from the governing body of each municipality. Each municipality shall also appoint two additional non-voting members—one from its municipal planning commission and one at-large.

The duties of the Oversight Committee are as follows:

1. Maintain communication with the study area's existing property owners in order to encourage their participation in the planning process.
2. Distribute a Request for Interest (RFI), and modify the Specific Plan according to the feedback provided through the RFI process.
3. Create and distribute a Request for Qualifications (RFQ) to select a developer who will assist in the finalization of the Specific Plan and redevelopment of the study area.
4. Review responses, select developer proposal that best achieves the objectives of the Specific Plan, and submit to the governing bodies for final acceptance.
5. Work to get the extension of Keystone Boulevard built.

## D. Understandings and Agreements.

The Participants agree to work cooperatively to form an Oversight Committee. They further agree to work to implement the Specific Plan by its adoption and subsequent modification of municipal codes for consistency with the Plan. The Participants also agree to equally allocate the necessary staff time to sustain the project and actively pursue funding for the extension of Keystone Boulevard. Once decisions are made by the Committee, both municipalities shall strive to meet agreed-upon deadlines and actions in a timely fashion. Lastly, any subsequent revisions to the Specific Plan shall be generally consistent with the goals and objectives of the Pottstown Metropolitan Regional Comprehensive Plan and will be agreed upon by both Participants.

## **Memorandum of Understanding**

*Lists duties of Oversight Committee*

*Implementation:  
participants agree to implement plan and modify municipal codes, work to build Keystone Boulevard extension*

# Keystone Employment & Economic Plan

## B. Funding

1. PAID awarded Local Share Account grant (\$200,000)
2. Match: Montgomery County Redevelopment Authority (\$67,000)
3. Administered by DCED



*Grosstown Road, West Pottsgrove, approaching KEEP site*

# Keystone Employment & Economic Plan

## C. Parties Involved

### Local Share Account Funding

Commonwealth  
Financing Authority  
(Source)

DCED  
(Administrator)

Montgomery County  
Redevelopment  
Authority  
(Match)

### Clients

Pottstown Borough

West Pottsgrove  
Township

### Client Representative

PAID

### Critical Stakeholders

Property owners

### Contracted Planner

Montgomery County  
Planning Commission

### Subcontractors

Bursich Engineers

A.D. Marble & Co.,  
(Environmental)



# Keystone Employment & Economic Plan: Recommendations

## I. Highest and best use

- a. Current
- b. Aspirational (change development dynamic)
  - i. Limited industrial
  - ii. Office
  - iii. Research & development
  - iv. Multifamily residential
  - v. Supporting recreational/retail



*Research & Development, U.S. 422 Corridor*

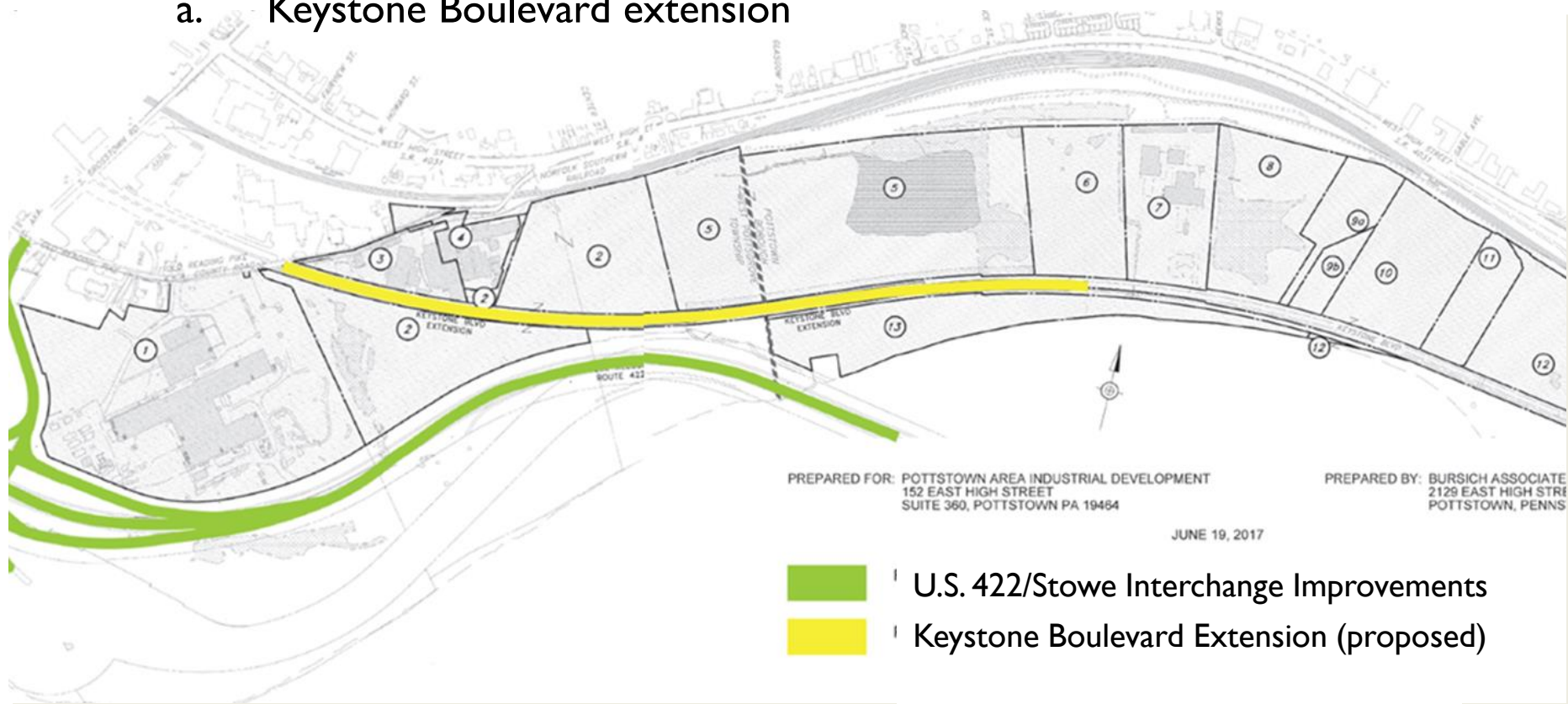


*Apartments, Conshohocken*

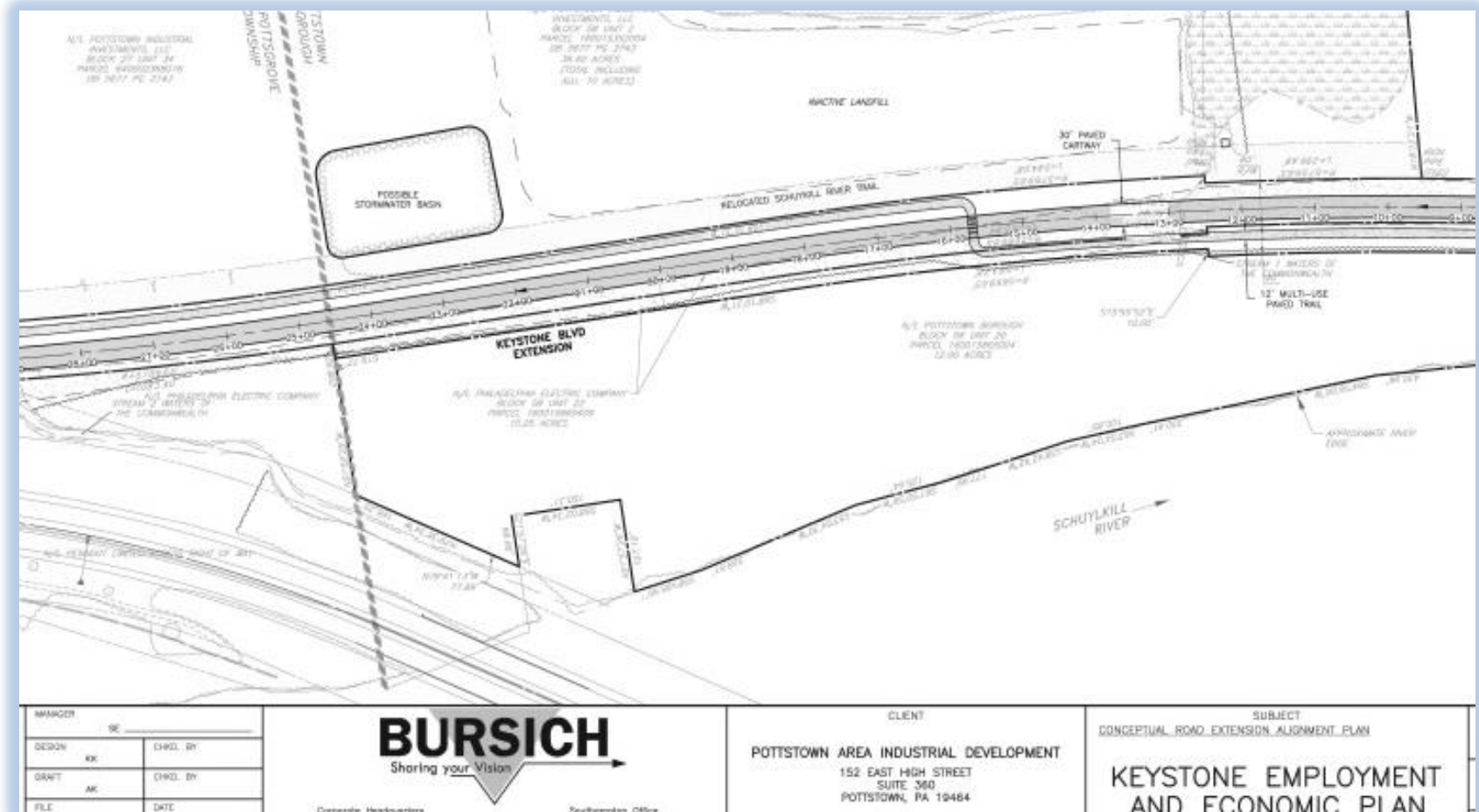
# Keystone Employment & Economic Plan: Recommendations

## 2. Infrastructure recommendations

### a. Keystone Boulevard extension



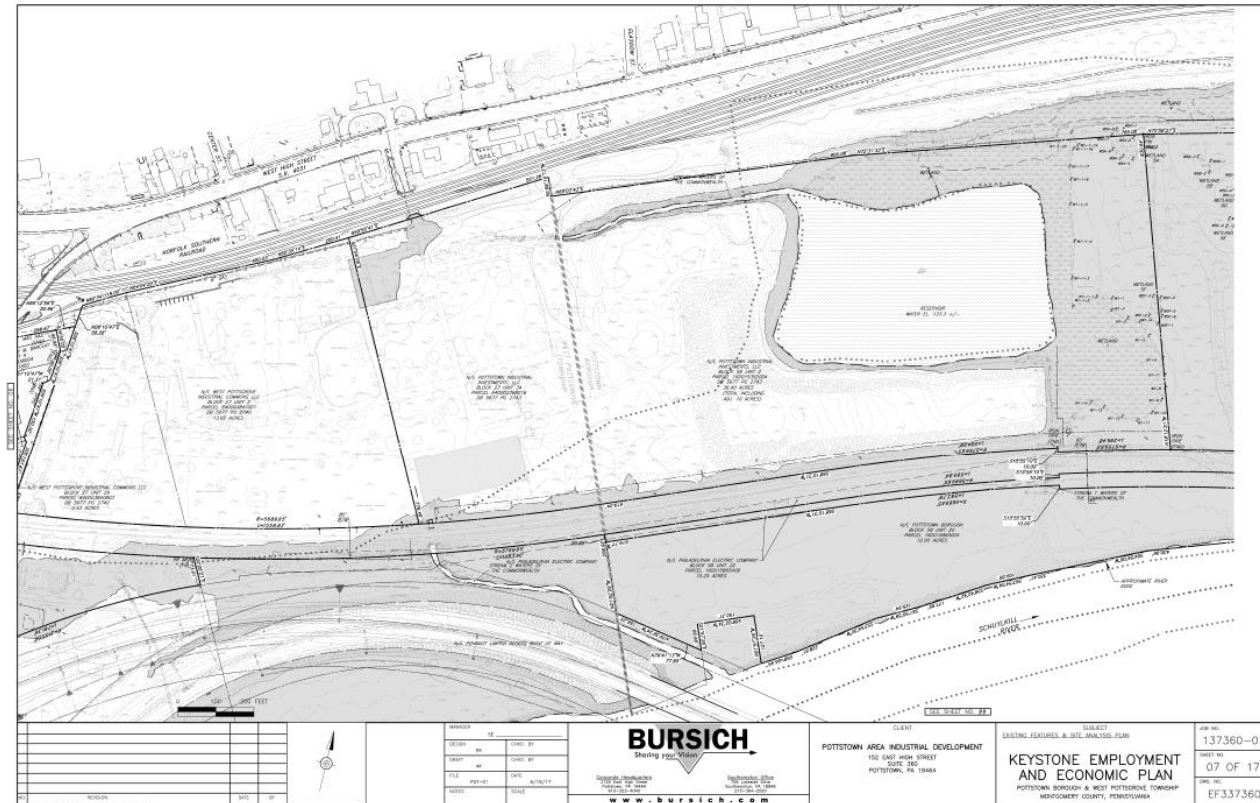
*Engineered plans prepared by Bursich show recommended alignment of Keystone Boulevard extension*





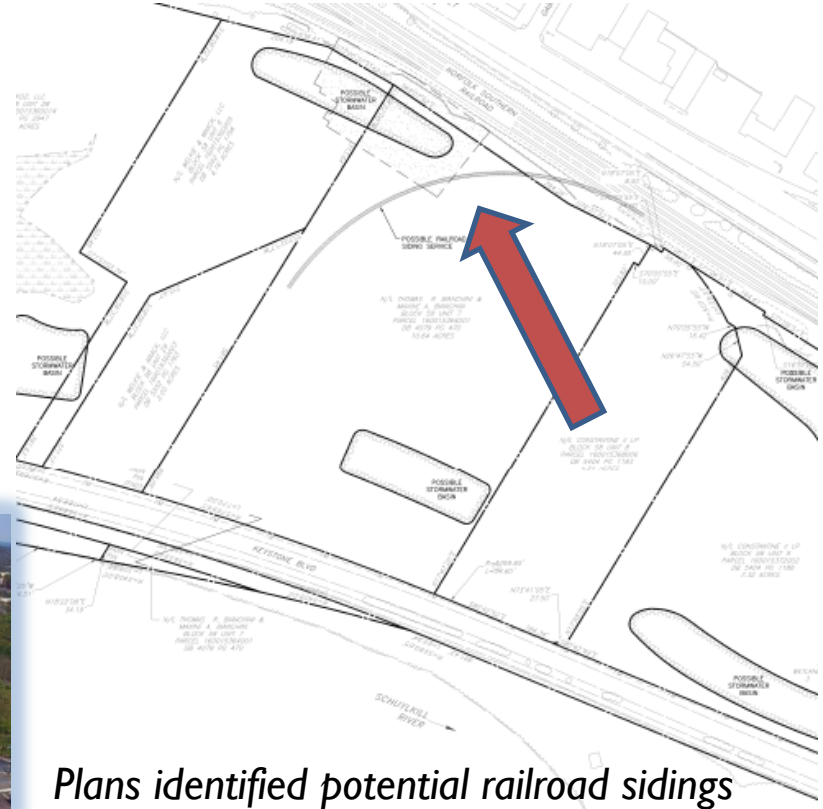
# Keystone Employment & Economic Plan: Recommendations

2. Infrastructure recommendations (continued)
  - b. Building sites to be raised out of floodplain



*Much of project site is located in floodplain (gray), with parts of road and undevelopable area in floodway*

- c. Freight rail sidings from Norfolk Southern encouraged; conceptual locations identified on plans



CHRD. BY CHRD. BY		CLIENT POTTSVILLE AREA INDUSTRIAL DEVELOPMENT 152 EAST HIGH STREET SUITE 380 POTTSVILLE, PA 17864	CONCEPTUAL ROAD EXITE KEYSTONE AND EC POTTSVILLE BORROW MONTGOMERY
DWS DATE SCALE		Corporation, Harrisburg, PA 3118 East High Street Pottsville, PA 17864 717-581-4000 www.bursich.com	Registration Office 1000 University Drive Southcoast, PA 17866 717-586-0252

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# Keystone Employment & Economic Plan: Recommendations

## 3. Concept Plans





# Keystone Employment & Economic Plan: Recommendations

## 3. Concept Plans (continued)



ILLUSTRATIVE PLAN

KEYSTONE EMPLOYMENT & ECONOMIC PLAN

CONCEPT PLAN  
MCPC 10.17.17

# Keystone Employment & Economic Plan: Recommendations

## 3. Concept Plans (continued)



*Looking west from PA 100*

FLYOVER VIEW

KEYSTONE EMPLOYMENT & ECONOMIC PLAN

CONCEPT PLAN  
MCPC 10.17.17



# Keystone Employment & Economic Plan: Recommendations

## 3. Concept Plans (continued)

Purple = Light  
industrial, office,  
research &  
development

Yellow = Midrise  
residential





# Keystone Employment & Economic Plan: Recommendations

## 4. Return on investment (public)

- School districts:
  - Pottstown: \$4.6 million
  - Pottsgrove: \$3.2 million
- Municipal
  - Pottstown: \$1.2 million, 3,100 jobs
  - West Pottsgrove: \$200,000, 2,300 jobs
- Montgomery County: \$700,000



*Concept sketch, looking west from PA 100*

# Keystone Employment & Economic Plan: Recommendations

## 4. Return on investment (private)

### — Significant uncertainties

- Cleanup costs
- Wetland mitigation costs
- Floodway fill costs
- Potential archaeological resources
- Changing technology in manufacturing sector



*Above: KEEP Project Site, Below: wetland on KEEP Project Site*



# Keystone Employment & Economic Plan: Recommendations

## 4. Return on investment (private)

### – “Cost premium”

- Indicates additional cost to developer to locate on KEEP site rather than greenfield, not located in floodplain or floodway, with no significant fill costs and with all infrastructure in place

*“The “cost premium” is the amount that would need to be eliminated, in total, or to a large extent, with public financing or innovative financing mechanisms.”*  
--KEEP Specific Plan

#### TOTAL COST PREMIUM, KEEP AREA

Cost Premium, KEEP Area

Cost Premium per Acre (based on 103.32 Developable Acres)

Cost Premium, KEEP Area (excluding Keystone Blvd costs)

Cost Premium per Acre (103.32 Ac, excluding Keystone Blvd costs)

#### INCLUDING FILL

\$	12,239,562
\$	118,463
\$	7,081,095
\$	68,536

#### IF FILL IS FREE

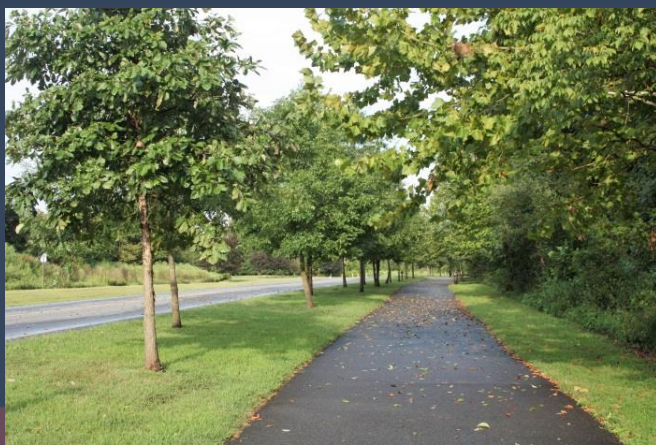
\$	6,408,396
\$	62,025
\$	1,249,928
\$	12,098



# Keystone Employment & Economic Plan: Recommendations

## 5. Principles for development

- a. Intentionally broad
- b. Serve as guidance for future zoning
- c. Response from developers likely to require further refinements or added details to Specific Plan/zoning



*Schuylkill River Trail, KEEP site*

### *Outline*

1. Intent
2. Land Uses and Mix
3. Dimensional Criteria
4. Building Design
5. Sidewalk, Trails and Bicycling Provisions
6. Common Open Space
7. Signage
8. Parking
9. Landscaping
10. Lighting
11. Bonuses Encourage Green Site Design

# Keystone Employment & Economic Plan: Adoption

Adoption 2019 by public hearings in each municipality (January-February)

RESOLUTION NO. 2019-1

A RESOLUTION OF THE COUNCIL OF THE BOROUGH OF POTTS TOWN, PENNSYLVANIA, APPROVING THE KEYSTONE ECONOMIC PLAN (HEREINAFTER THE PLAN) DATED MAY 23, 2018, FOR THE REDEVELOPMENT OF THE KEYSTONE CORRIDOR LOCATED IN POTTS TOWN BOROUGH, WEST POTTS GROVE TOWNSHIP.

**WHEREAS**, the Borough of Pottstown in conjunction with West Pottsgrove Township have prepared a proposed "Specific Plan" pursuant to Section 1106 of the Pennsylvania Municipalities Planning Code, specifically identified as the Keystone Employment and Economic Plan dated May 23, 2018; and

RESOLUTION  
2019-1

A RESOLUTION OF THE BOARD OF COMMISSIONERS OF WEST POTTS GROVE TOWNSHIP, MONTGOMERY COUNTY, PENNSYLVANIA, APPROVING THE KEYSTONE EMPLOYMENT AND ECONOMIC PLAN SPECIFIC PLAN DATED MAY 23, 2018, FOR THE INTENDED REDEVELOPMENT OF THE KEYSTONE BOULEVARD CORRIDOR LOCATED IN WEST POTTS GROVE TOWNSHIP AND POTTS TOWN BOROUGH.

# Keystone Employment & Economic Plan: Follow-On

- A. Efforts to secure construction fill
  - I. Meetings held with construction contractor for nearby U.S. 422 reconstruction
    - a. To obtain free fill (savings \$9.8 million for 278,000 CY)

## TOTAL COST PREMIUM, KEEP AREA

Cost Premium, KEEP Area

Cost Premium per Acre (based on 103.32 Developable Acres)

Cost Premium, KEEP Area (excluding Keystone Blvd costs)

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### INCLUDING FILL

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# Keystone Employment & Economic Plan: Follow-On

- A. Efforts to secure construction fill (continued)
  - I. Meetings held with construction contractor for nearby U.S. 422 reconstruction
  - b. HEC-RAS study required to model the impact of development on river flow

*“HEC-RAS”: (U.S. Army Corps of Engineer’s Hydrologic Engineering Center’s River Analysis System)*

# Keystone Employment & Economic Plan: Follow-On

## B. Request for Information (RFI)

1. Released 2019
2. Has drawn developer interest
3. Qualified Opportunity Zone (QOZ) has helped

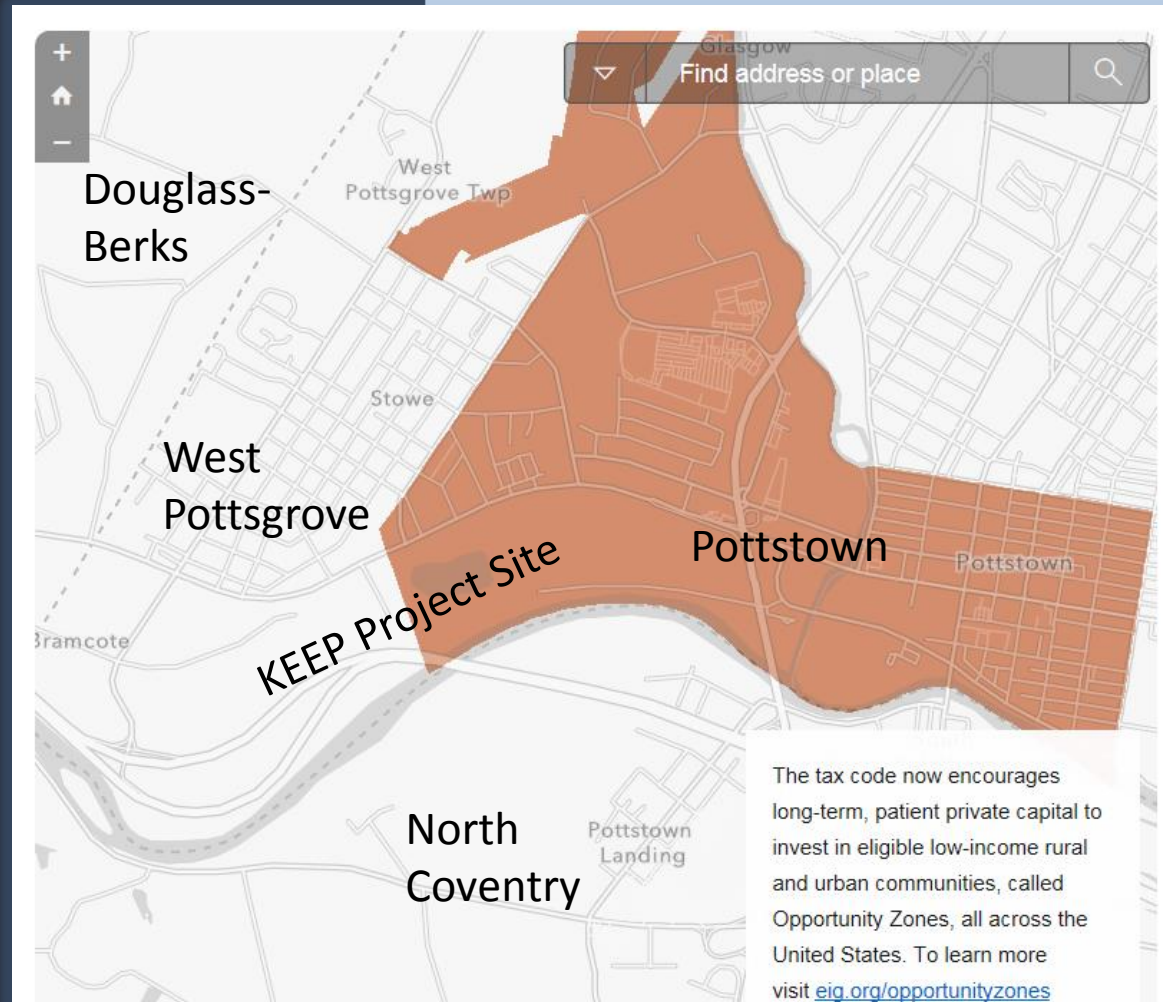
## C. Zoning

## D. RFQ: to select developer who will assist in finalization of plan



# Keystone Employment & Economic Plan: Follow-On

***Qualified Opportunity Zones:*** Investor may defer capital gains tax on sale of asset by investing in zone, per Tax Cut and Jobs Act of 2017





# MONTGOMERY COUNTY PLANNING COMMISSION

END

*Questions and Comments?*

