McBride DALE CLARION

Growth Management

Assessment and Strategy

developed for. THE CITY OF PICKERINGTON
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Prepared for the City of Pickerington by

McBride DALE CLARION

Adopted by City Council:
November 1, 2005

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Introduction

Within a single generation, Pickerington has evolved from a small rural village surrounded by farmland to a fast growing suburb in the path of growth. As the Columbus region continues to sprawl into what had formerly been rural counties, Pickerington is faced with rapid change and complex issues beyond what it could likely have imagined 30 years ago.

Like most communities facing change, Pickerington is working hard to prepare and respond to this new environment. As it does so, the theme for the beginning of the 21st century will be clear: growth – how to cope with it, how to manage it, how to plan for it, and perhaps, how to moderate it.

Growth can be a mixed blessing. On the one hand, growth in and around Pickerington has offered new opportunities to thousands of families as they have searched for a place to live with excellent schools and a good quality of life. Pickerington has proven to be such a place, providing a sense of community, a sense of "place", and great schools and services, in short, a good community in which to raise a family that is more than just a series of isolated subdivisions that characterize many other fast growing areas.

On the other hand, the very things that attracted new residents to begin with can be threatened when too much growth occurs too fast. The livability of a community can be eroded through excess and congested traffic, through overcrowded schools, through the loss of open spaces, through the overburdening of services, and through the less tangible sense of loss of community character. City government can be pressed to continue to provide services that are highly visible to residents, such as parks, and services that are not visible to residents, such as sanitary sewer treatment and public safety services.

Other less direct problems can also occur as growth accelerates. For example, if growth does not occur with the right mix of land uses, fiscal problems can develop that make the public services and facilities increasingly difficult to provide. Specifically, if employment intensive uses do not develop and keep pace with residential uses, an imbalance can develop between tax revenues and service costs.

-The challenge is to manage growth in a manner that maximizes its benefits, and minimizes its negative impacts.

With this mixed blessing comes different ideas about how to respond to growth. Some might actively encourage growth in an effort to capitalize its benefits. Others might discourage growth and actively try to slow it down to minimize a perceived loss of quality of life. Yet others might accept growth pressures, but try to better manage, balance it, and guide it. From a broad community planning perspective, the best approach no doubt lies somewhere in between. It is not realistic to shut growth down and stop change – if a community does not experience at least some growth it is likely to become stagnant and will ultimately deteriorate. On the other hand, "growth at all costs" is not a prudent approach – communities do have a right and an obligation to plan for responsible growth.

The challenge then is to manage growth in a manner that maximizes its benefits and minimizes its negative impacts – in fact, it is clear from a review of planning practices that Pickerington has worked to do just that, as is described later in this report. It is also clear that the City desires to continue the process of responsible planning, and this Growth Management Assessment and Strategy is intended to continue that process. Specifically, this report builds on a series of efforts by the City to plan for and manage growth that have evolved over time, just as the growth itself has evolved. As is explained in this report, Pickerington has a strong and active planning history, but just as growth has changed the climate of local government, so too must Pickerington's planning efforts continue to evolve to become more sophisticated.

The purpose of this report is twofold: to constructively assess the various tools and programs that constitute the growth management efforts of the City, and to outline a strategy for the ways in which those efforts can improve to deal with current and anticipated growth pressures. As such, this report presents a plan for the way in which the City can comprehensively manage future growth.

This report was developed through a collaborative process between City of Pickerington staff, City Council, Mayor, and consultants. In 2004, the City entered into an agreement with McBride Dale Clarion and Tischler & Associates (now TischlerBise) to consult with the City and prepare this growth management assessment and strategy for the purpose of identifying the steps that the City needs to take to continue to improve on its growth management efforts. The consultants worked closely with City staff to conduct the assessment and develop the strategy. Specifically, the following efforts were undertaken by Consultant and Staff:

- Extensive review of planning related documents provided by City staff, such as the current Comprehensive Plan and similar documents;
- Several staff-guided tours of the City and surrounding area to familiarize the consultant with planning issues;
- Interviews with representatives of various City departments to discuss planning issues, including the City Manager, Planning and Development, Street Utilities and Public Services, Parks and Recreation, Police and Safety, Finance, Building, Personnel, Municipal Clerk, Law, and Mayor's Court;
- Interviews with representatives of surrounding communities, including Columbus, Reynoldsburg, Canal Winchester, Violet Township, Lancaster, and Fairfield County;
- Interviews with representatives of the Pickerington Chamber of Commerce and Pickerington Schools;
- Interviews with representatives of regional and local commercial realtors and brokers;
- Research and analysis of local and regional growth trends and patterns;
- Development and analysis of local land use capacity and growth forecasts;
- Feasibility analysis of impact fees;
- A "cost of land use" analysis;
- Presentation of preliminary results to City Council and Planning Commission.

This report summarizes the results of this process.

What is Growth Management?

This report focuses on the ways in which the City has attempted to manage growth in the past, and suggests directions for managing growth in the future. It is therefore instructive to begin this discussion with an overview of the meaning of the concept of growth management, since it often means different things to different people. In this report, the term "growth management" is intended to apply to the wide range of efforts and tools that deal with planning for community change. It is a broad term that applies to land use planning, land use regulations, public service and facility planning, capital facility planning, the fiscal relationships between the revenues generated by growth and the cost of providing services, environmental impacts of growth, issues associated with the loss of open spaces, and the less tangible issues of community character and aesthetics.

Most importantly, it attempts to look at these efforts as an interdependent system and the degree to which they are coordinated. As such, this report encourages a comprehensive approach to managing growth. This report urges the City to consider growth management as a broader practice than more traditional land use planning – the City should concern itself with more than the traditional dimensions of location and intensity of land use, which are not adequate when dealing with high growth rates. Communities such as Pickerington that are facing major high growth pressure must expand their perspective to encompass a wider range of issues. The distinctions between traditional planning and growth management are subtle, but important: fast growing communities must be prepared to respond to growth with a broader set of coordinated tools and strategies beyond traditional land use planning. Creating a framework for such a strategy is the intent of this report.

Growth management refers to a wide range of efforts and tools that deal with planning for community change.

With this broader approach to growth management, it is helpful to consider different dimensions of growth and be prepared to plan for and manage these different dimensions and recognize the ways in which they are interrelated. These dimensions include location of growth; amount and intensity of growth; rate of growth; quality and character of growth; and relationship of growth to public services and facilities, especially from a fiscal perspective. These aspects of land use are described below, and are used as organizing themes throughout this report:

Location

The "location" aspect of land use relates to the geographic pattern and distribution of land uses across the City. This geographic aspect of land use has been the traditional purview of local government comprehensive planning and zoning, involving spatial questions of where individual land uses (i.e., residential, retail, industrial, parks and open space, civic uses, etc.) are located. The location of land uses is important both in relationship to each other, as well as in relationship to public services and facilities.

Amount and Intensity

While the location dimension addresses the question of "where?", another key question related to land use is "how much?" Thus, the "amount and intensity" dimension of growth concerns itself with amount of growth in terms of population, dwelling units, and acreages and footage of non-residential uses. For example, single family residential developed at a density of two dwelling units per acre might fall in the same land use category as single family residential developed at one unit per acre, but the land use implications can be substantially different. This is an important dimension because it has direct implications for public services, such as transportation, education, and utilities. Any planning effort needs to be cognizant of the "amounts" associated with land use.

Rate

The "rate" aspect of land use has to do with the timing of growth and development, both historically and as forecasted into the future. It is important to create an understanding of the rate at which growth has occurred, and use that as a way to develop estimates of the future rate of growths. While it is important to understand and plan for the location and amount of new growth, it is equally important to have a sense of how quickly forecasted growth is likely to occur. This too has important implications for those responsible for planning future public facilities, particularly from a financial planning perspective. It is important to recognize that different communities address the rate of growth issue differently: some simply try to forecast future rates of growth for the purpose of timing rate of growth with the provision of public services and facilities, while others

attempt to affirmatively manage the rate of growth.[1] (The issue of affirmatively managing the rate of growth is addressed later in this report.) In any case, it is important to understand this dimension of growth.

Quality and Character

The "quality and character" dimension of land use is less tangible and quantifiable than some of the other dimensions, but it is no less important. The quality aspect of land use has to do with the physical design, aesthetics, and character of land use. Pickerington is no stranger to this issue. The City has had commercial guidelines in place since 1994 and is currently considering design guidelines for residential development. Most communities around the country are increasingly recognizing that the appearance of new growth is a strong contributor to the quality and long-term sustainability of a community. Another way of looking at this is that communities that do a good job of planning for an efficient land use pattern capable of being served with quality public services in a fiscally responsible can still view themselves as lacking if they have low quality development that creates little "sense of place".

Relationship of Growth to Public Services and Facilities

One of the most fundamental functions that a local government serves is the provision of public services and facilities, such as police and fire protection, roads, sanitary sewers, water service, and parks. This can be especially difficult in fast growing communities where the provision of facilities concurrent with growth is very challenging. The provision of these services, of course, is tied directly to its ability to fund the capital and maintenance/operational costs of the services. Local government is dependant on tax revenues associated with new development to fund facilities, and often those revenues lag behind the needed improvements. In addition, certain land uses have better or worse ratios of costs of services to revenue generation, potentially creating fiscal imbalances. Thus, it is important to plan for a balanced mix of land use that has the best chance of creating tax revenue streams that allow new growth to pay for the costs of services needed as a result of that growth.

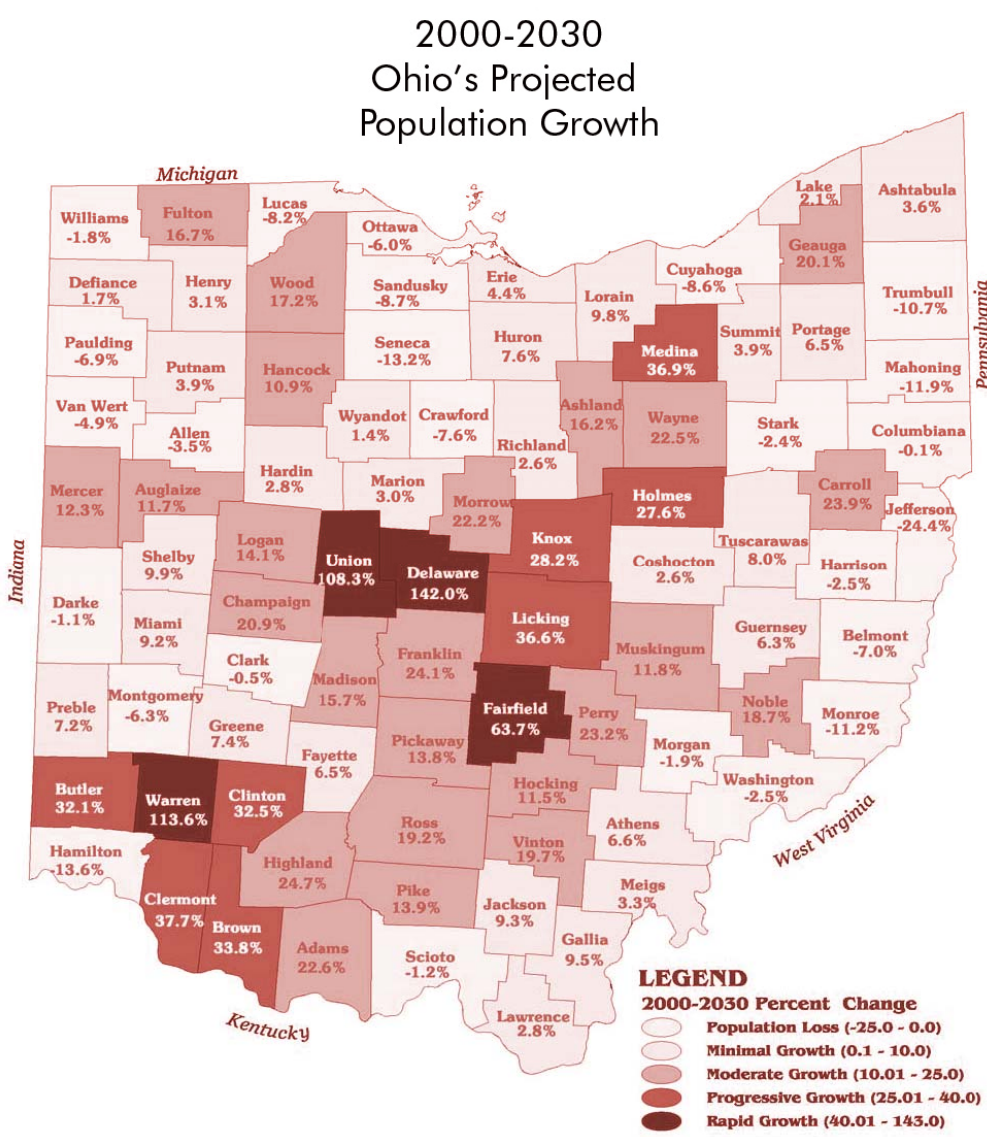
[1] Some consider the term "growth management" to imply a rate of growth control. However, as described in the introduction, this report considers growth management to be a broader concept. It is certainly true that growth rate controls can be an important and legitimate growth management tool as described later in this report, but growth management need not necessarily imply rate of growth controls.

Regional Growth: Context and Implications for Pickerington

Background

In order to understand and prepare strategies for future growth at the local level, it is important to understand the regional context of that growth. As everyone who lives in Pickerington knows, growth pressures are not isolated to Pickerington; in fact, Pickerington is in the path of substantial regional growth as the Columbus metropolitan region continues its outward spread. Generally speaking, the primary metropolitan growth patterns have been to the north and northwest, as well as to the southeast in the direction of Pickerington. While the growth to the north and northwest is forecasted to be the highest in the region, the growth towards Pickerington is also forecasted to be dramatic. Pickerington, along with southeastern Columbus, Reynoldsburg, Canal Winchester, Violet Township, Lancaster, and Fairfield County, is seeing the results of a trend of growth towards the southeast of the region. For example, Fairfield County is forecasted by the Ohio Department of Transportation, as part of their Access Ohio transportation planning program, to grow by approximately 65% by 2030. MORPC projections for the Mid-Ohio region also shows that Fairfield County is among the areas in the region expected to grow by the greatest percentage, with the western portions, including Pickerington, absorbing most of Fairfield County's growth over the next 20-30 years.

Figure 1: ODOT County Growth Forecasts



Source: ACCESS OHIO 2004-2030. Ohio Department of Transportation. 2005.

The Ohio Department of Transportation completed a study entitled ACCESS OHIO 2004-2030 which was released in mid 2005. This analysis shows Fairfield County as one of the 4 fastest growing counties over the period 2000-2030 with an anticipated growth of more than 63%. Figure1 above shows the anticipated growth for the Ohio County's during this period.

Figure 2:
MORPC Jurisdictions and Average Annual Growth Rates 1990-2003

Community	Growth Rate
1. Orange Township	11.57%
2. Genoa Township	10.98%
3. City of Powell	9.48%
4. Pataskala	8.82%
5. New Albany	8.49%
6. Liberty Township	8.40%
7. Hilliard	6.27%
8. Berlin Township	6.14%
9. Dublin	6.14%
10. Pickerington	5.42%
11. Canal Winchester	5.34%
12. Marysville	4.63%
13. Concord Township	4.34%
14. Kingston Township	3.70%
15. Grove City	3.48%
16. Groveport	2.99%
17. Reynoldsburg	2.87%
18. Delaware City	2.81%
19. Violet Township	2.50%

Source: The figures are derived by MDC from

In the 1970's and 1980's and even into the early parts of the 90's other portions of the region were growing more quickly than Pickerington. However, in the last 5-10 years growth pressures in Pickerington and the southeast portion of the region have increased. In comparison to other jurisdictions within the Mid Ohio Region, Pickerington has experienced a moderate level of growth over the last two and a half decades. Dublin and Hilliard, in the northwest portion of the region display the most dramatic increase in development and growth, a pattern which emerged in the 1980's. Even as their base populations have reached in excess of 35,000 and 25,000 respectively, the growth demand in these areas remains high and both cities are maintaining growth rates in recent years which are greater than Pickerington's. In comparison, Pickerington still has a relatively modest population. The period of time in which most focus has been on Pickerington's growth rate has been in the last 10-15 years. From 1990-2003 when the most reliable data is available region wide, Pickerington has the 10th fastest growth rate out of nineteen jurisdictions in the Mid Ohio Region. The regional jurisdictions and their average annual growth rates for the period from 1990 to 2003 are illustrated as MORPC Jurisdictions and Average Annual Growth Rates 1990-2003 in the side bar to the left. Only the nineteen fastest growing jurisdictions are shown. [2]

One of the major factors in planning for future regional growth is providing regional infrastructure improvements, most notably related to roads. Road improvements are planned to both accommodate anticipated growth and to position the region to capitalize on the positive opportunities that growth can bring, particularly related to economic development. In fact, there are a number of road improvements near Pickerington, both regional and local, that will influence the growth environment. First, the proposed upgrading of Route 33 to freeway status from Columbus to the southeast is predicted by many to act as a regional economic engine. The new interchange on Route 33 at Hill-Diley Road, and a possible interchange at either Pickerington or Allen Road will directly affect the Pickerington area. The Lancaster Bypass may also fuel economic development.

The mix of commercial to residential growth in the 19 communities was not examined as part of this report; however, many of the communities included may likely have a higher non-residential growth component than Pickerington, which may help in offsetting the high residential growth.

[2]Comparing percentage rates of growth should be done with caution, since actual base numbers heavily influences them. For example, a larger community can experience more actual growth than a smaller community, and the percentage rate of increase could be smaller, as is illustrated in figure 2.

Implications of Regional Growth for Pickerington

High regional pressures are forcing each community in the southeastern part of the region to plan more aggressively for the future. In fact, as each community around Pickerington grapples with the impacts of growth pressures, there are common issues and responses that can be seen. All of the communities in this portion of the region are facing high residential growth pressure, and are recognizing that this residential growth creates high expectations for services while typically not generating sufficient revenues to fund those services. Consequently, all of the communities recognize the importance of non-residential growth to avoid a fiscal imbalance of revenues and costs. This creates a competitive environment, as each community tries to capture increased business development.

The difficulty for Pickerington is that all of the surrounding communities are aggressively pursuing economic development opportunities in the same regional sub market in which Pickerington operates, but they are all better situated than Pickerington from a regional transportation access perspective. This puts Pickerington at a competitive disadvantage. It is true that Pickerington has direct access to I-70 on the north, but there is precious little developable land at that interchange. It is also true that improvements to Route 33 to the south may create opportunities, but most of that development is likely to be near the interchange outside of Pickerington, at least in the immediate future. Most of the larger assemblages of land in Pickerington do not have good access to the regional transportation system, which is important in attracting large employment intensive uses. Compounding the problem is that there is not an extensive amount of vacant business zoned land in the City to begin with (see the capacity discussion in the next section).

-surrounding communities are aggressively pursuing economic development opportunities in the same market as Pickerington.

As a result, it is not surprising that according to interviews with representatives of developers, the commercial development community does not view Pickerington as a major regional retail or office center, either now or in the foreseeable future. The perceived sub-par regional access and visibility combined with a perceived shortage of large assemblages of business land causes the development community to view Pickerington's commercial market as primarily a "local market", meaning that most of the business development opportunities will tend to focus on retail and office services that serve Pickerington. The recently opened Kohls may be an exception to this outlook, but representatives of the development community do not see this as the beginning of a regional retail trend. However, recently there has been some interest from "big box" retail in sites to the south of Kohls.

This is not to say that there are not certain economic development niches that Pickerington can cultivate. In fact, as is demonstrated in the cost of growth analysis, it is not particularly beneficial to Pickerington to develop a regional retail base from a fiscal perspective; it is better for Pickerington to focus on employment intensive land uses that generate a better economic benefit to the City. It is also obvious that given the geographic disadvantages that Pickerington faces in terms of regional economic development, it is critically important that Pickerington think strategically and focus its efforts in areas of the economy where it can be most effective. The focus should be to identify those niches and put the programs into place to maximize the strategic opportunities that the City has. Economically productive uses will not naturally migrate to Pickerington – it must work hard to identify opportunities and aggressively market the City strategically to have a successful economic development program.

Further, just as it is important for the City to focus its efforts on certain economic development niches, it is also important for the City to capitalize on limited remaining land opportunities. For example, the City's economic development staff is working to encourage more office uses on remaining land along the 256 corridor, rather than simply allowing retail uses to finish out remaining vacant land. The reason for encouraging office uses are several fold, including:

- Better fiscal impacts due to earnings tax
- Desire for more diverse image
- Desire for balance and diversity to withstand market fluctuations
- To create employment opportunities within the City to ease the commuting requirements to Columbus

However, the cost of land ($300,000.00-$500,000.00 per acre in some locations) creates more pressure for small scale retail. South of the DrugMart site near a portion of SR 256 there is land which is valued between $65,000 and $85,000 per acre, according to Pickerington Staff. The City will need to make a strategic decision about the

future uses of vacant land along the corridor – if it concludes that office uses are viable and desirable, it should plan and zone for those uses and be prepared to stick with the plan.

The bottom line from a regional growth perspective is that Pickerington must position itself to compete on a regional level. Other communities are busy planning in the same environment, and many of those have certain natural advantages; in fact, many of them are counting on Pickerington "rooftops" among others, to help support their economic prospects. It is imperative that Pickerington develop an economic development strategy for itself, as is further explained in the recommendations section of this report.

The next section of the report focuses on growth pressures and capacities within the City of Pickerington

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Local Growth: Trends, Projections and Capacity

Pickerington Growth

Growth has been a topic of much discussion and attention in Pickerington over the past several years. The common perception has been that growth has been rapid and has been placing burdens on the City's ability to provide public services and facilities. This section attempts to quantify historic growth rates and explore the way in which growth has affected the City.

There can be no question that Pickerington is a "fast growing community" by any definition. While Pickerington is not the fastest growing community in the central Ohio region, it is certainly among the fastest growing. Pickerington's population has doubled since 1990, and depending on policy choices of the community and the future strength of the regional housing, it could potentially double again within the next 20 years. Its annual population growth rate has averaged over 5.5% per year since 1990, placing it among the top ten fastest growing communities in the region. By comparison, the State of Ohio has grown at a rate of less than 1% per year and the nation as a whole has grown at a rate of less than 2% per year.

2005 Pickerington Statistics	
Population:	13,066
Housing Units:	5,700
Persons Per Housing Unit:	2.81

In 2005, the City has an estimated population of 13,066 people, representing an increase of more than 250% since 1980. Most of these people live in single family detached housing; today there are about 5,700 residential units in the City, approximately 75% of which are single family detached. It is also estimated that the City has about 3,665 jobs and 1.45 million square feet of non-residential floor area.

Over the last twenty-five years the growth rate in the City has fluctuated widely on an annual basis. It is not unusual for the annual growth in a community to fluctuate from year to year, but generally, over longer periods of time (ten to twenty years), a more discernable pattern can be established. McBride Dale Clarion looked closely at the historic growth rates for the City from a number of different sources (including the U.S. Census, MORPC, and local building permits) to attempt to document a historic growth rate trend. Assessment of these different sources is important because there is no official population count for the City for 2005, only estimates. The detailed annual tables are provided in Appendix B .

The Historic Growth Rate

MDC first reviewed various records for historic population growth. The U.S. Census publishes annual estimates of local populations for July 1st of each year; MORPC also publishes annual population estimates for the member jurisdictions. The U.S. Census adjusts their estimates when the new decennial census is completed and the MORPCs population estimates are based on local building permit information (an average of 200 new units a year in the City) and extrapolate the population by applying a household size which may vary from information used by the Census. These factors may explain why these two sources differ significantly in their historic population counts for Pickerington on a year to year basis.

Because the MORPC estimates take into account local building activity based on permitting, the estimates from this source were used to establish an annual population trend over the last 15 years. These population counts are shown below in the City of Pickerington Historic Population Table and Chart Figure 3 and 4.

Figure 3: Historic Population Growth

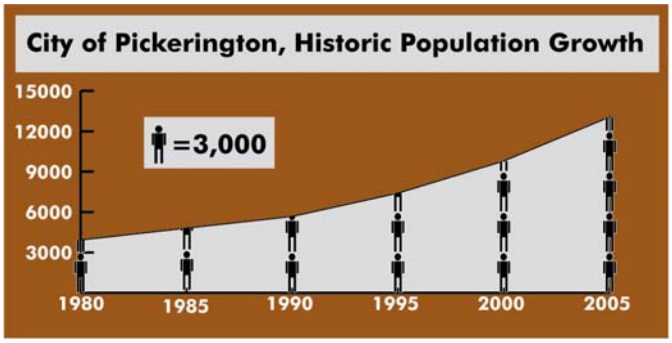


Figure 4: City of Pickerington Historic Population 1980-2005

1980	1990	1995	2000	2005
3,917	5,668	7,400	9,792	13,066

It is important to establish a trend in the historic growth rate to help assess how population growth may reasonably be forecasted in the future. As mentioned previously, the annual rate tends to fluctuate, so several periods of time were assessed in order to establish a trend. For example, many people in the City have been concerned about the rate of population growth over the last five years (2000-2005). Based on MORPC estimates the average annual growth rate for this period is approximately 5.94%. Because of low interest financing rates during this period and other market forces, it is possible that this rate is slightly higher than what could be expected to continue over the next twenty years.

MDC also looked at the average annual rates for the twenty-five year period from 1980 to 2005. During this time the City's population grew at an average annual rate of 4.94%. The rate during this time accounts for fluctuations in the housing market and may be a more acceptable method for assessing future growth rates. Because the City experienced significant growth in the 1990's, the average annual growth rate from 1990 to 2005 was also calculated (5.73%). The net result of this analysis is that the annual rate of growth in the City can be reasonably estimated to have been between approximately 5% and 6%.

Population Growth Projections

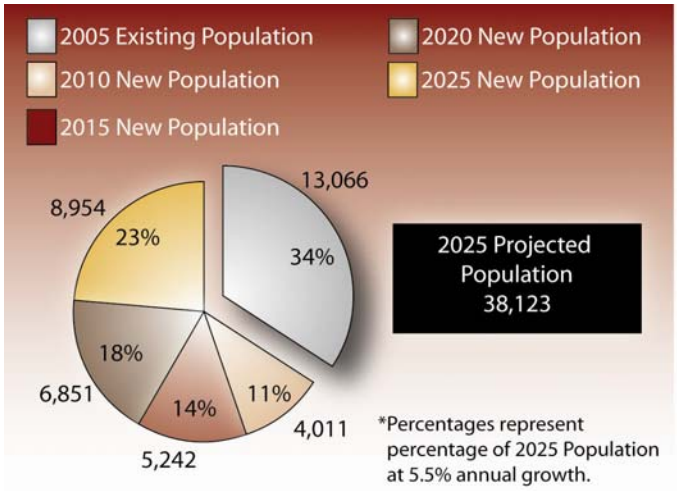
Other than historic interest, historic growth rates are only important to understand in order to help forecast possible future growth rates. Because the historic growth has fluctuated so greatly (a difference of a percentage point on an annual basis makes a substantial difference) it is difficult to assess exactly how the City's population will grow over the next 20 years. One way to look at the future growth would be to assume that some average of the historic growth *rate* would continue into the future; from a pure mathematic perspective, this means that each year a greater number of homes will be built than in the previous year. Another approach would be to base Pickerington's forecast on "capturing" a certain percentage of the forecasted county growth. Yet another approach would be to assume that the City will continue to gain the same number of new homes each year (such as an average of approximately 200 new housing units and the related population each year).

As a point of comparison multiple growth trends are shown to illustrate each of these hypothetical scenarios for growth in the City over the next 20 years.

Method 1: Historic Rate Based Projections

Based on historic trends it could be assumed that the population of the City will continue to grow at an average rate of 5.5% compounding annually. This assumes that the growth will be greater in number each year. This rate was established during a period where the City grew from a mere 3,000 persons to 13,000 in a period of 25 years (nearly a 330% increase). When the City had a population of 3,000 people and grew by 5%, this was only about 150 new people; but, at 13,000 a 5% increase represents 650 people. The following chart illustrates the anticipated annual growth for five year periods if the City grows at a 5.5% average annual growth rate.

Figure 5:
Method 1: 5.5% Projected Annual Growth 5 Year Contribution to 2025 Population (population increase)



If the population continues to grow at an average annual rate of 5.5% over the next 20 years the City's population would reach approximately 38,000 by 2025. When compared to regional growth projections this assumption appears to be high. A 5.5% average annual growth rate may be too high, and therefore unlikely for the City to sustain or anticipate in the future now that the City has grown to its current size.

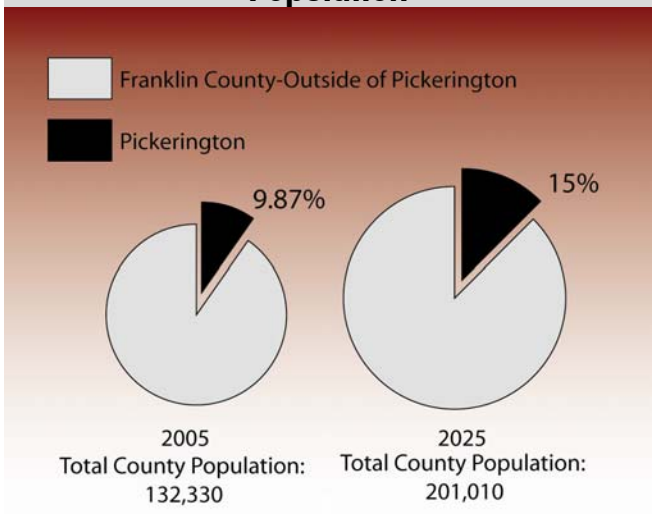
Method 2. Projected County Growth Based Projections

A second way of forecasting population growth for Pickerington is to assume the City will continue to capture a percentage of the Fairfield County Growth over the next 20 years. Currently in 2005, the City accounts for approximately 9.87% of the Fairfield County Population (132,330). The Ohio Department of Development, has published population projections for Fairfield County that show the County growing to a population of 201,010 by 2030 (this is an average annual growth rate of 1.7% over 25 years). This growth was projected based on an intensive population projection methodology involving birth and death rates and migration trends.

If the City continues to capture 9.87% of the County's population over this time period the City would reach a population of 18,000 by 2025. However, it is important to note that recently Pickerington and the northwest portions of Fairfield County have been growing much faster than the remainder of the County.

So, if we assume that the City's growth is greater than the average of the County and begins to contribute a greater percentage of the overall County population (for example 15%) then the City would theoretically reach a population of 25,000 by 2025 (a 3.4% average annual growth rate). This compounding projection method closely resembles the same 2025 population that would be reached using method 3 below. Figure 6 below shows the 2000 and 2025 percentage share that Pickerington contributes to the Fairfield County Population.

Figure 6: Method 2 Pickerington Population as Percentage of Fairfield County Population

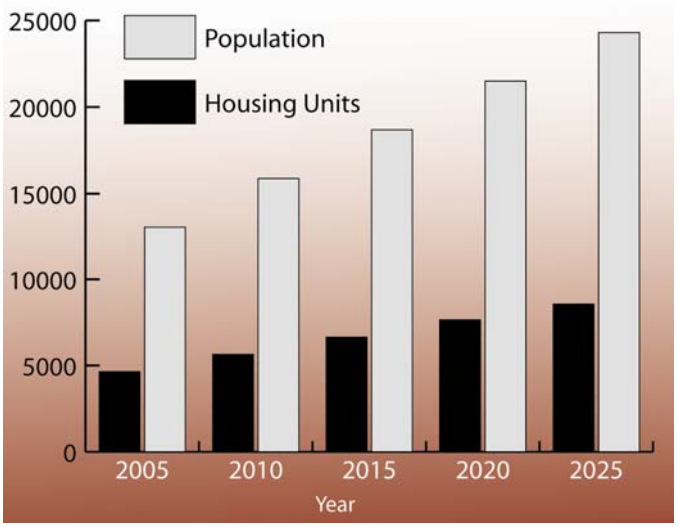


Source: MDC and Ohio Department of Development. 2003.

Method 3. Historic Housing Start Based Projections

Historically, the City has averaged about 200 new housing starts annually for the last decade. If we assume this trend continues and household sizes remain the same (about 2.81 persons per housing unit) then the population would reach about 24,300 by 2025. This trend displays an average annual growth rate of about 3.2% over 25 years. Unlike methods 1 and 2 this method focuses on a consistent growth rather than a percentage. Annually the new population would become a smaller percentage of the total city population, and the annual growth rate would be smaller. For example, by 30 years out 200 units annually would only represent about 2.96% annual growth. Figure 7 illustrates the growth of housing in relationship to the population over the next 25 years.

Figure 7: Method 3 Housing Start and Population Growth



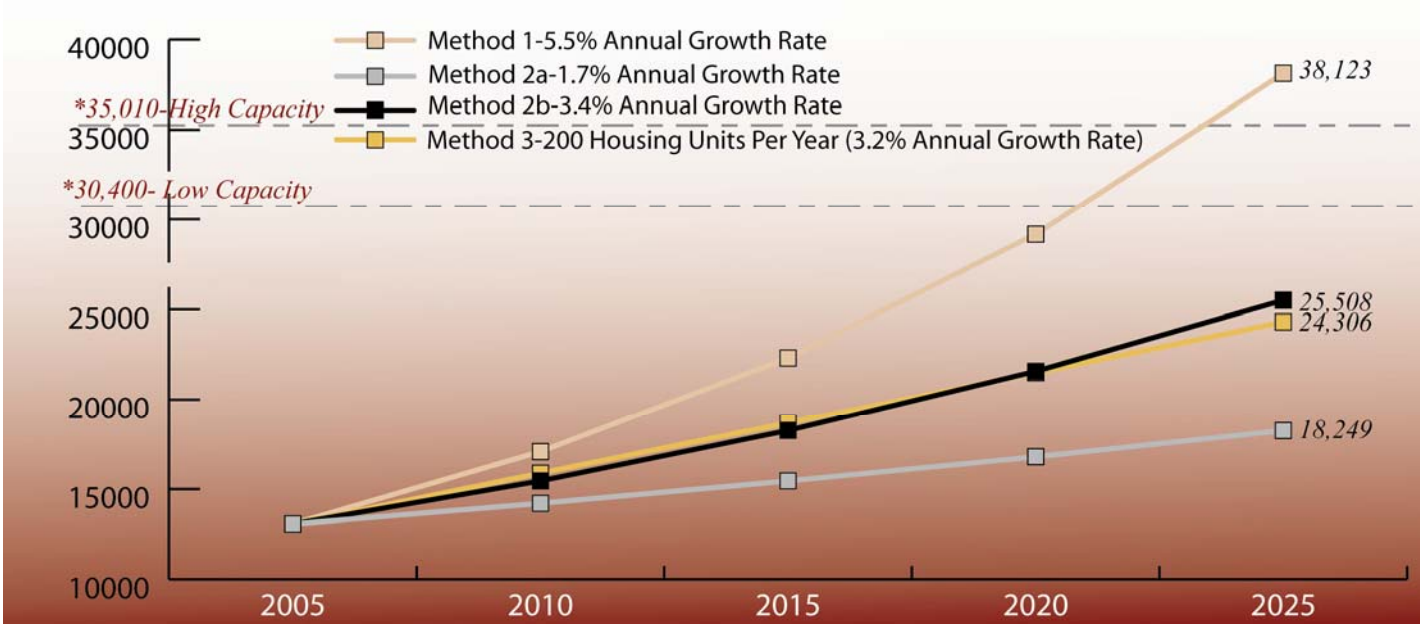
Source: MDC, City of Pickerington Historic Building Records. 2005.

Conclusion

The Growth Scenario Comparison Chart in Figure 8 below illustrates the projections from these three alternatives. These comparisons illustrate that forecasting future growth is a risky proposition. Nonetheless, several conclusions can be reached. First, it does not appear reasonable to base forecasts on an assumption that annual growth rates will continue. Those rates have fluctuated substantially in the past, and starting with a relatively small base population makes percentage rates misleading.

On the other hand, it is reasonable to forecast that Pickerington will continue to experience pressures for high growth rates. Pickerington's growth is consistent with long-term, area-wide trends that are widely forecasted to continue. For the purpose of planning, a growth rate that takes Pickerington to a population of approximately 25,000 by the year 2030 (an approximate 3% annual growth rate) appears feasible. This 3% is reflected in the annual number of housing units and appears to be a good fit for future growth. There are a number of tools Pickerington can implement to affect the rate of growth either up or down from this initial figure. Those tools are discussed later in this report.

Figure 8: Population and Growth Scenario Comparison Chart



Source: Projections by MDC based on various historic data.

Capacity for Growth

Understanding potential growth rates is only half the picture. It is also important to understand the amount of land that the City has that could conceivably accommodate that growth. MDC worked with City planning staff to conduct a GIS based analysis of the vacant land or land otherwise potentially available for development or redevelopment.

The parcels of land in the City which are currently undeveloped were identified. This category of land included land that was either unbuilt or included buildings that may be redeveloped. The current zoning for each piece of land was identified and a development density associated with that zoning designation was assigned to each parcel. The acreage of each parcel was then multiplied by the development density to determine the number residential units or commercial building area that could be built on each piece of land. Detailed tables for the various capacity scenarios calculated for the City are included in Appendix A.

At the time of the Analysis, the City was in annexation negotiations for three large pieces of land, these annexations were initiated in 2002 and discussions are ongoing. The Milnor Road Annexation (362 acres) was effective on March 31, 2005. The annexations to the south are still being discussed. The annexations were negotiated based on preliminary development plans which designated the number of new residential units and non-residential land area that would be included in each of the annexation areas. These annexation areas represent unbuilt land and therefore have been included in the capacity for new growth. The results of this analysis are detailed below.

Residential Capacity

With the recent annexation of the land on Milnor Road (about 364 acres of residential land) the City currently has capacity for between 3,920 and 4,910 new residential units based on current zoning densities, annexation and development agreements. The two proposed annexations to the south of the City would accommodate an additional 1,200-1,850 residential units under annexation agreements. Based on current land use regulations, anticipated annexation agreements, and existing housing inventories, the City has capacity for a total housing unit inventory somewhere between 10,820-12,460 units. At 2.81 persons per housing unit this would result in a total buildout population between 30,400 and 35,010.

To determine when the buildout may occur, it is important to compare the capacity for housing to the population growth projections. On the Growth Scenario Comparison Chart in Figure 8 the estimated high and low capacities are shown as horizontal lines. If the City grows at 5.5% compounding annually the maximum buildout capacity would be reached by about 2020-2025. However, if the City continues to achieve about 200 new units a year then maximum buildout would not occur in the next 20 years.

Non-residential Capacity

There are approximately 275 acres of vacant land zoned for business use, most of which is zoned for retail use. That land would yield over 2.7 million square feet of floor area. However, it is important to note that much of this land is in small assemblages, with few large assemblages capable of accommodating major retail and office facilities. In addition, the Milnor Road annexation includes approximately 48 acres of land for commercial and office uses or about 523,000 square feet of building area (estimated). The two proposed annexations to the south would contribute yet another 200 acres of non-residential land that would include commercial, industrial and office uses of approximately (2.1 million square feet of floor area) for a total "capacity" of about 5.3 million square feet of new non-residential building area.

This analysis is provided as planning reference points only and does not take into account any future policy decisions the City may make regarding land development. There are many factors that can change this picture:

- Any change in residential zoning on vacant land will effect the supply of land,
- Pending and future annexations will increase the pool of available land, and
- Communities rarely achieve full theoretical build out – not everyone wants to develop their property, and inherent inefficiencies in the land development process often prevent land from being developed to its maximum allowable density under zoning.

Aging Population

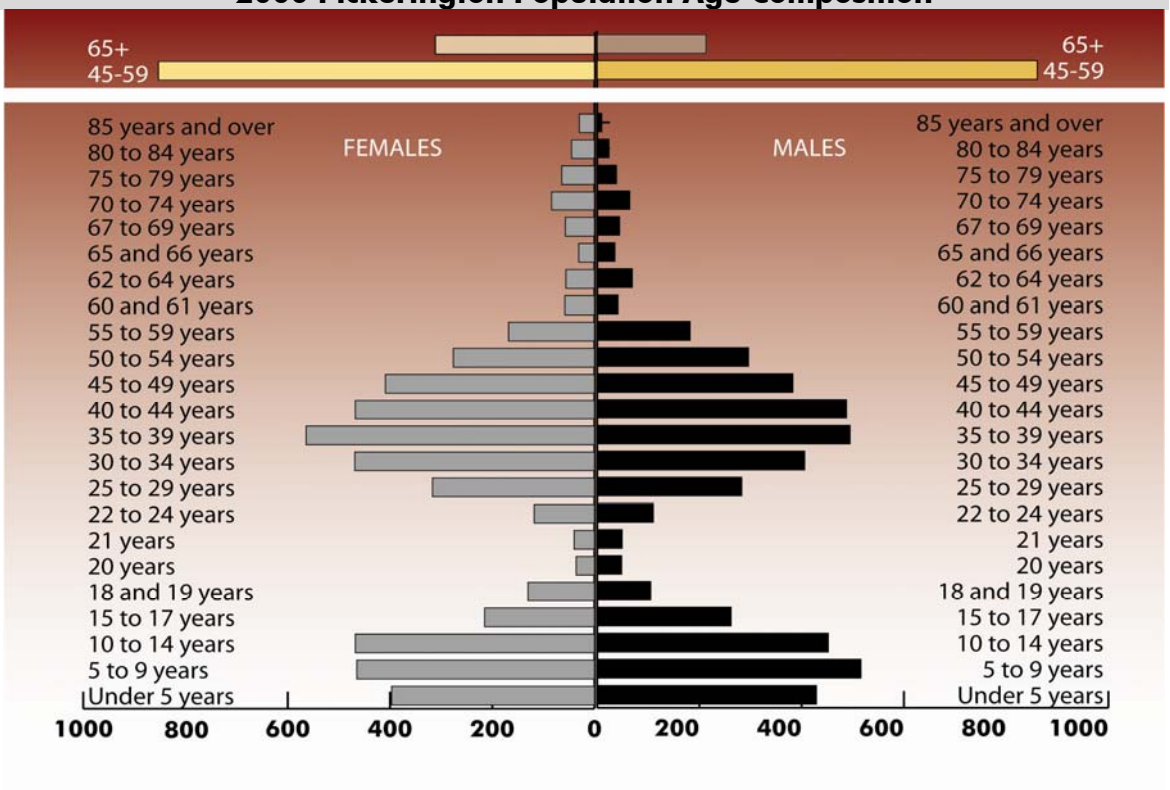
There is an additional aspect of population growth with which Pickerington should be concerned: the aging of its population. Over the next 20-30 years, like other communities across the county, Pickerington will be faced with an aging of the "baby boomer" population (represented in the 2000 Population by age and sex chart by the age groups 45-59).

In 2000, 5% of Pickerington's population was over 65, and the median age was 37. A large percentage of the City's population would be considered Baby-Boom generation with persons aged 45-59 accounting for 18% of the 2000 population. In the next 25 years this cohort of the population will reach senior citizen status. It is difficult to predict the exact age composition of the City's population in 20 years, however national projections can provide a guide to what can be expected in a demographic shift.

Nationally, by the year 2030, the number of persons 65 years or older will double in size to constitute 20 percent of the U.S. population. At the beginning of the 20th century, only 1 in 25 persons were considered senior citizens; that number is now 1 in 8 and will balloon to 1 in 5 in the next 25 years.

There are many planning implications raised by this trend that the City should begin to think about which are beyond the scope of this report. What will the housing needs of an aging population be? What unique transportation and service issues are raised? Are new and different land use patterns needed, i.e. mixed uses with pedestrian access to services and shopping? Does the City desire to accommodate an aging population? While it may be hard to focus on these issues in the face of an influx of young families crowding the schools and roads, these are all questions that the City should ultimately answer.

Figure 9:
2000 Pickerington Population Age Composition



Source: U.S. Census Bureau, Census of the Population 2000.

Implications of Local Growth for Pickerington

The comparison of the different population projection scenarios and the geographic capacity of the City allow several conclusions to be reached:

- The City will likely continue to experience high demand for new residential development.
- While it is difficult to forecast future growth rates, it is reasonable to plan for a future demand that could increase the City population to approximately 25,000 by the year 2025.
- The City has substantial land available for future residential growth; in light of the potential high demand and the available land, the City can expect growth issues to remain on the forefront for the foreseeable future.
- It will be important for the City to plan for the composition of growth as well as for the raw numbers. We can predict with some certainty that the age composition of future population will create different challenges in the future, as the baby boomer generation continues to age.

Having an understanding of the magnitude of potential growth and the City's capacity to accommodate that growth from a land perspective, it is next necessary to understand what growth has meant in terms of the City's ability to accommodate that growth from a service perspective. The next section focuses on the impact of growth and the City's efforts to plan for and manage growth.

Impacts of Growth and City Efforts to Plan for Growth

Growth has had tangible impacts on Pickerington, and creates continued challenges for the future in a number of areas, including traffic, infrastructure, public safety, education, and community character. On the other hand, Pickerington has utilized many different tools in response to growth. These include traditional planning and zoning tools, as well as more unusual tools such as temporarily controlling the rate of growth. The major efforts are summarized below.

Comprehensive Plan

Like most cities its size, the City of Pickerington has a Comprehensive Plan. Pickerington's Comprehensive Plan was first adopted in 1993 and was updated in 2001. In order to provide a more regional perspective, the Plan actually considers both the geographic territory that is within the City as well as the territory that is within Violet Township.

The Plan includes goals for land use, transportation, public utilities, economic development, housing, parks and recreation, and neighborhoods. It is based upon an analysis of existing land use and zoning patterns and includes recommendations for future land uses based upon forecasted growth and public service issues. The recommended future land uses reflect a range of density, ranging from two units per acre to ten units per acre, which is inconsistent with the densities currently embodied in the zoning ordinance.

The Pickerington Comprehensive Plan can best be described as rudimentary. While Pickerington's Plan contains the basic elements of a comprehensive plan, it is out of date and does not provide the dynamic strategies and polices that are needed in a fast growing community. It may act as a basic framework for land use planning, but it does not aid the City greatly in managing the broad spectrum of growth impacts. Most significantly, it contains no actual recommendations for action – it does not identify a program of tools or strategies to implement a vision for the community.

Land Use Regulations-Planning and Zoning

The City of Pickerington has what can best be described as a conventional suburban zoning code. The Code was first adopted in 1989 with a number of updates adopted incrementally over time. While the Code may have been adequate in 1989, it is not adequate to meet current growth pressures. The piece meal updating since 1989 makes it confusing and unnecessarily complicated.

The code lacks many current practices. For example, there are no parks or open space set-aside requirements (except in planned districts) as is customary in high growth communities. Many other elements of the Code, including the parking standards, the tree preservation regulations, and the purpose statements for individual districts, need substantial revision and updating. Another problem is that while the Citizen's Initiative Petition passed in 2002 limited density to two units per acre in all residential districts, the Code still contains numerous residential districts, each of which purports to be for the purpose of providing different densities.

The basic structure of districts and permitted uses needs to be updated. For example, the C-3 Retail zone is a very "open" commercial and office zoning category. A more refined set of districts is needed to better be able to target desired uses in certain areas.

In general, the zoning code is out of date and does not work in concert with the comprehensive plan, which has its own share of deficiencies as described above.

Design Controls

In1994, the City adopted design controls primarily oriented to improving the aesthetic appearance of new commercial development. These design standards are "first generation" design controls: they provide general guidance in terms of the types of design that the City is encouraging, but they do not provide specific guidelines, nor are they illustrated, as is typical of more modern design controls. The City is currently considering residential design guidelines.

It is clear, however, from the "on the ground" results that the design controls have made a difference by improving the design appearance of new development. They are a good start as a first effort at design regulation, but as Pickerington continues to grow and develop, the design controls should evolve to keep up with current high quality development requirements.

Capital Improvement Plan

The City utilizes a 5 year Capital Improvement Plan (CIP) which is updated annually. In 2005, the CIP identified $38.5 million for improvements over the next 5 years. These improvements cover water, waste water, streets, storm water, parks and recreation, planning and zoning, and public land and buildings. The CIP focuses on immediate improvements that are needed as a result of recent growth. It is heavily oriented toward

transportation improvements, with 45% of the costs targeted for streets; another third of the costs are targeted for water and City improvements.

A majority of the improvements in the five year CIP are targeted for the first two years of the five year cycle, suggesting several things. First, there are substantial capital facility needs that are needed immediately as a result of recent, rapid growth. The CIP appears to be primarily a list of improvements for which the need is already apparent. The City has only recently begun to tie the CIP to forecasted land uses, so that previously there was little evidence that the plan was truly tied to forecasted land uses, designed to anticipate capital needs that have not yet become apparent. Again, this is understandable in a community that is experiencing rapid growth. Also, it is natural that capital improvements are easier to anticipate in the first several years of a five (5) year cycle. Ultimately, as the City is able to catch up with capital facility needs relative to growth, a closer linkage between the capital facility planning and land use forecasted in five year increments can be improved.

Transportation Plans

As growth has accelerated, it has obviously resulted in an increase in traffic in the City. For example, Route 256 into and out of the City is increasingly congested. Compounding this problem is that Route 256 serves in a dual function: it is both a primary artery in and out of the City, and it also serves as direct local access to most of the City's businesses. This dual function of accommodating regional through traffic and local direct access creates conflicts between traffic trying to get in and out of business driveways and traffic trying to get through the area most quickly and efficiently.

The City has an adopted Thoroughfare Plan to plan for future traffic needs, with functional classifications identified, including arterials, collectors, and local streets. The Thoroughfare Plan is actually codified in the Planning and Zoning Code and includes requirements for right-of-way reservation as a result of new streets.

The City also has an Access Management Plan that is also codified in its regulations along with a separate graphic plan illustrating physical locations of intersections to be combined, aligned, and eliminated as part of improved access management. An access management plan is an important step in that it can improve the efficiency of flow of traffic and ultimately improve road capacity.

The City recently adopted a Transportation Improvement Plan (TIP) that prioritizes improvements, identifies projects, and integrates them with the City's Capital Improvement Plan. These plans are focusing on several themes, including:

- The need for a north-south route to the east of the City (Allen Road), incorporating interchanges at Mink Road on I-70 and Pickerington Road on US 33
- Upgrading Busey Road to be an east-west connector, connecting to Franklin County to the west
- Improved east-west connectivity (Courtright Road extension, etc.) to protect corridors while the opportunity still exists.

While the City does not currently have a City-wide traffic model, specific models have been prepared for certain high-interest areas such as 256/Refugee, 256 at Luse, and also Refugee east of 256. The City also has models of 256/Diley and other limited areas.

A travel demand model is a computer based tool that allows the community to model (or simulate) local traffic conditions as a function of local and regional land uses. It begins with a simulation of existing traffic conditions, and then models potential future traffic conditions under different growth scenarios, such as that called for in a future land use plan. It can be used to identify future road needs in short term and long term increments, and can be the basis for future capital cost estimates, better linking capital improvement planning and land use planning as discussed in the previous section.

The City employs transportation consultants who use Synchro travel demand software. These modeling tools can be used to create specific models which can be updated on an as needed basis. The City will have access to this technology when it is warranted in development review applications.

Public Safety

The Pickerington Police Department has also been affected by growth. Increased traffic congestion leads to more accidents, while at the same time reducing response time. More people mean more calls for all types of crime, placing increased demands on police staff. While the Police Department has worked hard to keep up with the increase in demands, the officer-to-citizen ratio in Pickerington of 1.86 officers per 1000 citizens has not kept up with national averages of 2.4 officers per 1,000 citizens.

Sewer and Water Plans

Growth has also created pressure on the City's ability to treat sanitary sewer waste. The City's wastewater treatment plant is currently operating at or near capacity, and discussions are underway as to how best to manage the situation relative to anticipated growth pressures. However the issue is resolved, it is another example of how growth can strain local services.

The City appears to have worked hard to keep up with the sewer and water demands created by growth. Examples of improvements made in recent years, according to the Service Department are:

Water Improvements:

- Developed an EPA approved Wellhead Protection Plan in 1997
- Developed an EPA approved Vulnerability Assessment plan
- 1996 – Built 1.5 MGD Water Treatment Facility on Diley Road including the development of the new Diley Road well field with two wells
- 2003 – Expanded the facility to 3.5 MGD with an expected life of 15 years based on a study of expected growth within the Service Area.
- 1996 - Installed a 12" water main from the new plant north on Diley Road to supply the City of Pickerington
- 1996 – Installed a 12" water main from the new plant south on Diley Road to supply the Canal Pointe industrial development.
- 1997 - Installed a 12" water main along SR256 East to serve the eastern subdivisions
- 2005 - Will install an 8" loop between Hereford and the aforementioned SR256 water main to provide better fire flow on the eastern side of the City.
- 1997 – Installed a water main to serve Village of Sycamore Creek subdivision.
- 1998 – Built a One Million Gallon water tower on the east side of the City.
- 2000- Built an additional well at the Diley Road well field.
- 2005 - Will build a fourth well at the Diley Road well field.
- 2005 – Currently conducting a study to ensure the Diley Road well production does not affect Pickerington Ponds. Based on readings from piezometers installed between the well field and the park in 2003.
- 2005 – Construct an emergency interconnection with Fairfield County to their Little Walnut Creek plant. At the time of construction, the County water tower was designed to be compatible with the City water tower.
- 2000 to 2002 – Converted all water meters to radio frequency reads to improve efficiency and reliability in reading meters. Also provide a means to effectively read meters monthly rather than quarterly thus improving the City's ability to discover lost water due to leaks or water line breaks.
- 2004 – Start an investigation of possible well sites for water to provide for future reliable water resources.

Wastewater:

- 1987 – .58 MGD treatment facility built
- 1997 – Expanded the plant to 1.8 MGD.
- 1999 – Study the area to the east and north of the City for the purpose of providing sanitary sewer and show potential collector locations. 1999 Sycamore Creek Report
- 2002 – Build the first leg of the Sycamore Creek Interceptor from Lockville Road to Shawnee Crossing.
- 2000 – Performed an Assimilative Capacity Study for Sycamore Creek to determine the creek's maximum ability to assimilate the wastewater treatment plants discharge
- 2002 – Started to develop plans to expand the plant.
- 2004 – Expansion put on hold to permit time to review other scenarios to reduce costs.
- 2005 – Performed a stress analysis of the current facility to request an increase in the permitted capacity from the EPA. Currently under consideration, this is a unique endeavor for the EPA.
- 1997 – The first phases of the D-Line Sanitary Sewer Interceptor were installed. This almost $1million project provided 10,225 feet of gravity sewer to serve the western portions of the City and relieve the existing D-line sewer.
- 1997 – Phase II of the D-line was also installed providing an additional 3,470 feet of gravity sewer.
- 2002 – Extend the D-line sewer from Long Road to the Windmiller subdivision

- 1998 - First upgrade to the Lake's Edge Lift station included new pumps and reconditioned electrical controls.
- 2005 – Build an Interceptor sewer to remove the Lake's Edge lift station and provide sewer capacity west of the lift station to Windmiller subdivision.

Parks and Recreation Plan

The most recent parks plan is the 1996 Park, Recreation, Open Space, and Greenway Plan. In 2005, the City contracted with Edsall & Associates to provide a comprehensive update to the Park Master Plan. The City anticipates completion of this update by mid-2006.

The current ratio of Pickerington park land to population is approximately seven (7) acres of park land per 1,000 population. National trends suggest a need of between six (6) and (10) acres per 1,000 population. Thus, Pickerington is within the range of acceptable park land, although it is at the low end and faced with high residential growth rates. Complicating this issue is that City park land also serves Violet Township residents, in the sense that Violet Township does not provide public park space and the City does not restrict its park usage to City residents only. Thus the ratio of park land to population may be misleadingly low. The City currently is showing approximately $1,808,692.00 worth of park improvements in the Capital Improvement Plan for 2006-2010.

In addition, City staff has begun the process of developing a plan for a bicycle and pedestrian trail system which provides the opportunity to link park land to neighborhoods and other facilities such as schools. This plan is in its embryo stages, but it can be a valuable supplement to local parks and recreation planning.

Schools

The Pickerington Schools District has also struggled to keep up with the pressures of growth. While the schools operate independent of City government and are outside the direct purview of this report, the close relationship between school quality and community quality makes this an issue with which the City should be concerned. With the rapid growth, schools are constantly playing "catch up" with new levies dealing with backlogs of construction needs. Schools are filled up as quickly as they can come on line. Further, while new residential growth creates tax revenues, it results in more service demands, and if non-residential growth does not increase, the fiscal imbalance continues to widen.

Downtown Plans

Unlike many suburban communities, Pickerington is blessed with a historic core, creating a community focal point. The Olde Downtown Pickerington Village District is currently protected by development standards and has recently been the subject of substantial streetscape improvements.

Fiscal and Financial Plans

The City recognizes the importance of the fiscal aspects of growth and development. In 2003, the City commissioned a study by Professor Allen Prindle which explored the issue of the cost of growth associated with different land uses. However, this study focused only on the distinction between residential and commercial land uses, with no distinction between different densities of residential uses. Further, it relied upon national averages in terms of cost of services. While this study was helpful for the City to begin to understand the implications of different land use mixes on growth, additional analysis is provided in this report which provide a finer grain of detail by land use, and is based upon actual Pickerington growth and revenue analysis. In addition, the City commissioned a study by Circuit Rider Management Group in 2004 that analyzed the City's fee structure and identified possible changes to those fees.

Finally, the City is considering adopting development impact fees which also directly address the cost of growth issues.

Rate of Growth

In an effort to mitigate the impact of the pace of recent growth, the City adopted a temporary limit on new single family permits. Specifically, it limited the number of new permits between August 2003 and July 2004 to one hundred (100) permits as an interim rate of growth control pending additional planning. That rate of growth control has since expired.

Summary Assessment of City Efforts to Manage Growth

In sum, the City has or is addressing all of the major elements of growth management. It addresses the location and intensity of new growth through a comprehensive plan and zoning ordinance. It addressed the rate of growth through its temporary rate of growth legislation, although this has expired. It addresses quality and character of growth through its design guidelines and through other zoning and subdivision development standards. It addresses the relationship of growth to public facilities through capital facilities planning and transportation planning. More specifically:

- It has a relatively current but rudimentary comprehensive plan and a capital facilities plan which is not explicitly linked and tied to future land uses.
- It has a modern zoning code which provides basic regulations, however requires substantial improvement to deal with current growth pressures.
- It is addressing quality of development. Its current design controls have made a difference; however, there are many areas in which they can be improved.
- The City has been proactive in providing sanitary sewer and water services, but the long term treatment and capacity issues must be addressed.
- The City is well along in the process of managing vehicular access through its Thoroughfare Plan, Transportation Improvements plan and access management plan.
- It has improved its downtown through investments in streetscape and support for local businesses.
- It has begun the process of understanding the cost of growth from a land use perspective. This is something that not many communities have done, and while the City has taken modest steps to date, it is making substantial progress.

The major elements are all addressed at one level or another – the question becomes whether they are adequately addressed? This is a simple question without a simple answer. On the one hand, it is clear that the City has taken steps to plan for and manage growth. On the other, growth has indeed been extraordinary, and shows no sign of letting up.

The common theme that runs through all of the City's efforts is that they are evolutionary in nature. As growth has continued to accelerate, the City has taken steps to ratchet up its growth management sophistication. The growth, however, has been continuous, and the bar continues to be raised. What worked just 10 years ago will not work today. The challenge for the City is to continue to make improvements, primarily in the form of better integrating land use planning, economic development, fiscal planning, and capital facility planning. If there is one weakness common to the overall growth management approach in the past, it is that the different components have not operated as a coordinated system.

Cost of Land Use

As a part of this growth management assessment strategy, a "cost of land use" analysis was prepared by Tischler Bise, the same firm that conducted the impact fee analysis for the City. The purpose of the cost of land use study was to analyze and compare the relative public service costs and tax revenue generated by different classes of land use, both residential and non-residential. This analysis helps forecast the impact of new growth on City finances. The results of that study are contained in full in the attached report from Tischler Bise.

For specific results, the report should be consulted directly. In general, the report shows that the benefits of office and light industrial are clearly a better net fiscal impact than residential growth, although the impacts of residential varies significantly depending on the density of the residential. The fiscal impacts of retail uses are slightly positive, although larger scale retail (greater than 50,000 square feet) are slightly negative. These results are not particularly surprising, in that this is the case in most communities. However, now that we are able to quantify the issues, we are able to look specifically at what this means for Pickerington.

In order to understand the way in which residential and non-residential land uses compare, we worked with Tischler Bise to forecast five years of residential growth and compare that to the amount of non-residential land uses that would be needed to offset their fiscal deficit. (It is difficult to forecast fiscal conditions beyond five years.)

While there is no perfect land use mix which will create fiscally balanced growth for Pickerington, there are some combinations that are likely to produce better fiscal results than others. Based on the Fiscal Analysis and the average costs per residential units prepared in this analysis (which represent a "snapshot approach" based on current costs of services) the following are some example scenarios that would represent a fiscally balanced approach to growth, assuming certain residential growth trends.

The population and housing growth forecasts described earlier in this document show that the City could expect to grow by approximately 200 new housing units annually. However, what is not illustrated in these forecasts is the composition by housing type for this growth. The following growth scenarios show how variations in the composition of future housing development can create different needs for non-residential development to create a fiscal balance over the next five years. These scenarios are presented as examples and do not reflect actual policy decisions by the City.

The costs of residential units used in these growth scenarios are based on the weighted average of Scenarios 1 and 2 from the Fiscal Results Analysis (Appendix C).

Growth Scenario 1

This scenario assumes that all of the 1,000 forecasted residential units over the next five years will be developed at 2 units per acre, which is the maximum single-family density currently allowed by zoning. The net fiscal result for the City to provide services to a single house developed at 2 units per acre is estimated by TischlerBise to be approximately -$199 (representing a net fiscal loss of $199 per unit). Under this estimation, the net fiscal result for 1,000 housing units would be -$199,000.00.[3]

To produce fiscally balanced growth this residential development would need to be offset by an equal positive fiscal value of non-residential development. Based on the TischlerBise analysis, commercial development is estimated to generate approximately $70 of revenue per 1,000 square feet of floor space, Office is estimated to generate about $924 per 1,000 square feet of floor space, and Industrial Flex uses are estimated to generate $616 per 1,000 square feet of floor area (representing net fiscal gains).

Looking at each land use individually, the development of 1,000 residential units at 2 units per acre could theoretically be balanced with:

- 2.8 million square feet of Commercial (about 260 acres of land), **or**
- 215,000 square feet of Office (about 16.5 acres), **or**
- 323,000 square feet of Industrial/Flex (about 21 acres)

This analysis illustrates the wide fiscal disparities of different land uses, especially the differences between retail and office uses.

[3] The negative net fiscal results for 2 unit per acre residential development reflects the fact that it is estimated that it will cost the city approximately $199 dollars more to provide services to a house than that house will generate in revenue for the City.

However, it is important to look at various combinations of non-residential development which could be used to generate a positive fiscal result. One hypothetical mix which would create a balanced result would be about 70,000 square feet of Commercial development, 100,000 square feet of Office development and 169,000 square feet of Industrial/Flex development. This combination would generate revenue of $201,404.00 for a total fiscal result of $2,404, as illustrated in Figure 10.

Figure 10: Growth Scenario 1 Land Use Balance

Residential Component

Land Use Prototype	# of Units	Net Fiscal Results per Unit	Total Fiscal Results
2 units/acre	1,000	$ (199)	$ (199,000)

Non-Residential Component

Land Use Prototype	# of Building Square Feet	Net Fiscal Results per 1000 square feet	Total Fiscal Results
Commercial	70,000	$ 70	$ 4,900
Office	100,000	$ 924	$ 92,400
Industrial/Flex	169,000	$ 616	$ 104,104
	339,000		$ 201,404
	Total Fiscal Results		$ 2,404

Source: Cost of Land Use Fiscal Results Report. 2005.

Based on national averages for floor area ratios it is estimated that this non-residential demand would require between 20 and 30 acres of land. The capacity analysis shows that the City would have adequate land available to accommodate this growth.

The significance of this scenario is that Office uses generate a much higher positive fiscal result, so it will take less land and less development to create a positive net fiscal result if more of the future non-residential development is office rather than commercial development.

Obviously there are other combinations that could also create a balance. But this is one alternative to serve as an example. In Growth Scenario 2, the combination of land uses is shown if the forecasted residential development occurs at a variety of densities.

Growth Scenario 2

Growth Scenario 2, assumes that the next five years of residential growth occurs in a mix similar to the City's current residential composition. In this scenario we look at 75% of the units being built at 2.5 units per acre, 13% of the units built at 6 units per acre, and 12% at 10 units per acre. This mix is similar to the housing that is built currently. The following are the fiscal results of each of these residential prototypes:

Figure 11: Residential Prototype Fiscal Results

Land Use Prototype	# of Units	Net Fiscal Result Per Unit	Total Fiscal Results
2.5 Units/Acre	750	($297)	(222,602)
6 Units/Acre	130	$149	$19,344
10 Units/Acre	120	($540)	($64,851)
Total	1,000		($268,110)

Source: Cost of Land Use Fiscal Results Report. 2005.

The 2.5 units/acre prototype and the 10 units/acre prototypes both have negative net fiscal results, while the 6 units/acre prototype has a positive fiscal result. This means that the 2.5 and 10 unit per acre prototypes cost the City more to provide services than they generate in revenue, while the 6 unit per acre prototype generates more revenue than what it costs the City to provide services to the unit. However, this mix still produces a negative total fiscal result. To balance this mix of residential land uses non-residential development will need to include more of all types of development or a significantly greater portion of office development. In comparison to Growth Scenario 1, Growth Scenario 2 would require:

- 3.8 million square feet of Commercial-(about 352 acres), **or**
- 290,000 square feet of Office-(about 22 acres), **or**
- 435,000 square feet of Industrial/Flex-(about 29 acres)

Figure 11 shows a potential mix of non-residential uses that could fiscally balance development of 1,000 residential units as detailed above.

Figure 12: Growth Scenario 2 Fiscal Results

Land Use Prototype	# of Building Square Feet	Net Fiscal Results per1000 square feet	Total Fiscal Results
Commercial	60,000	$ 70	$ 4,200
Office	200,000	$924	$ 184,800
Industrial/Flex	130,000	$616	$ 80,080
	390,000		$ 269,080

In combination with the residential fiscal results in Figure 6, the total fiscal result for scenario 2 is a positive

of $970.00. Other mixes could satisfy the balance, but this is yet another example of the importance of ensuring that a significant portion of the non-residential development is offices. It is estimated that this scenario would require between 25-35 acres of non-residential land to accommodate this growth. The Capacity Analysis shows adequate capacity for this growth.

Implications

This analysis illustrates the fiscal relationship between residential and non-residential uses. In particular, it drives home the need to offset residential growth (which is generally a net fiscal negative based on the type of housing that Pickerington has experienced) with fiscally productive non-residential uses. A rule of thumb to keep in mind is for every 1,000 new homes on half acre lots, the City needs to develop 200,000 square feet of office, or the fiscal equivalent of industrial or retail.

The cost of growth analysis has a number of important policy implications for the City, suggesting several possible policy directions. These policy options, which are not mutually exclusive, include:

1. *Increase the pace of non-residential development.* One way to improve the fiscal impact of growth is to have a better balance of residential and non-residential land uses, with a particular emphasis on office and light industrial. Of course, all communities recognize this, and as discussed earlier in this report, the City operates in a highly competitive environment. The City's relatively poor regional transportation access and limited amount of office and industrial land make this a difficult challenge, but one the City must undertake.

2. *Decrease or slow residential growth.* The possibility of slowing residential growth has been discussed as a growth management tool in the past, and can be a legitimate tool. A slower pace of residential growth would provide the City with additional time to provide public facilities. However, it is important to recognize that unless it is offset with an aggressive economic development program, the effect of a slower rate of growth may just be to postpone the same problem.

3. *Find ways to increase revenue.* The cost of growth analysis is based on certain assumptions about revenue associated with different land use scenarios. One obvious way to approach the problem is to explore ways of increasing the revenue from residential growth.

4. *Find ways to decrease costs.* Another way to address fiscal balance is to reduce costs of providing services. This is particularly troublesome for Pickerington both because the City is already operating with a very lean staff and because reducing costs may translate into reduced levels of service.

5. *Find ways to change the residential product.* The cost of land use study is based on assumptions related to the anticipated assessed value of different density categories and related estimated incomes of those residents. Those assumptions are based on historic Pickerington experience. Therefore, one way to affect this fiscal picture is to encourage higher value homes with resulting higher incomes. For example, the net deficit of homes at 2 units per acre density can be improved, all other things being equal, if the value of those homes and the personal income of their residents were increased. The imposition of improved residential standards is one way to address this issue. However, this approach could be offset by concerns about housing affordability.

It is also important to keep in mind that the fiscal implication of growth is only one factor in making land use decisions. There are other important factors in deciding on the best balance of land uses. For example, providing housing options for a diverse population, proving opportunities for a mix of age groups (young families, mature families, empty nesters, retirees, and elderly) are important goals for many communities. What is important is that these decisions be made with knowledge of their fiscal impact and are planned for accordingly.

Growth Management Recommendations

There are several critical functions of a City government as it relates to growth and development. The first is to encourage growth patterns that provide for the long term ability of the community to provide acceptable and desired levels of public service and facilities in a fiscally sustainable manner. The second is to foster a livable community that promotes a high quality of community life. These two twin functions - fiscal health and community livability – are the themes of our recommendations for a growth management strategy.

As the City of Pickerington continues to evolve in its planning efforts, we recommend that it focus its efforts on planning more comprehensively for growth management in order to address these major themes. The City's current comprehensive plan is a static document that barely meets with minimum standards for a comprehensive plan, let alone serves as a true guide for a dynamic fast growing community. Pickerington needs a dynamic plan that views growth management as an integration of land use, capital facilities, transportation, fiscal, economic development, parks and open space, and community character and quality. Pickerington's plan should not be viewed as a "document", but rather as an ongoing program. It should not be viewed as one plan among other plans, but as an overarching vision that is matched with tools to implement that vision.

The following specific recommendations are organized around these two themes. Each recommendation concludes with a suggested goal statement to serve as a guide to future planning efforts.

Fiscal Sustainability

The following recommendations relate to the theme of creating an economic and fiscal climate whereby the City can provide desired levels of public services and facilities on a sustainable basis. These include economic development and cost of growth issues, along with the related issue of the rate of growth.

1. Economic Development

In recognition of the regional location constraints that Pickerington faces associated with economic development, the City should focus its economic development efforts on identifying and cultivating specialized, or "niche" opportunities. There is reason to believe that the medical market may provide an opportunity for Pickerington given the proposed new medical center at the Diley and US 33 interchange, however it will take focused analysis to better understand these possibilities. The City should engage in an economic development planning process that includes the following:

- An economic development study designed to identify feasible market niches given the City's regional location and access, available land, and demographics,
- Identification of obstacles to economic development opportunities,
- Assessment of the costs and benefits of the use of financial incentives to attract new businesses,
- Analysis and identification of specific sites with economic development opportunities, along with their best economic opportunities,
- Development of a strategy to cultivate the identified niche or niches, including organizational and institutional needs, and
- Identification and development of appropriate tools to implement the strategy, including marketing to prospective users.

One matter of particular importance in any economic development planning is the long term health and viability of SR 256. The national commercial market is constantly evolving – new retail and office patterns can result in what were once thriving business corridors becoming functionally obsolete in short periods of time, and the City must remain vigilant to respond to changing trends.

Economic Development Goal

The City will identify and cultivate economic development opportunities in specialized market niches.

2. Regional Partnerships

The City should continue to explore and develop regional intergovernmental partnerships. The future economic and fiscal health of the City is tied to what happens in surrounding areas, especially in Violet Township (as is its livability and community character). There are reasons for a multi jurisdictional approach to planning in Pickerington's case. First, there are certain tools that cities have available to use that the townships do not have available, making partnerships potentially attractive to townships. Second, much of the land with major business development potential is located outside the City, particularly south of Pickerington along US 33.

On a broader scale, forging regional partnerships with other jurisdictions, including Columbus, Canal Winchester, Reynoldsburg, Fairfield County, and Lancaster may help avoid damaging competition that often results in "zero sum" benefits.

The need to reserve right-of-way for an east-west corridor (such as along Allen Road) is a good example of the importance of the need for a regional partnership. Likewise, coordinating with schools on parks planning, pedestrian planning, and transportation planning is an example of the importance of a multi-jurisdictional approach to planning.

Regional Partnership Goal

The City will develop regional multi-jurisdictional partnerships to address issues that transcend City boundaries, such as economic development and traffic.

3. The City should better link land use planning and capital facility planning

As the City has experienced high rates of growth in the past 10 years, it has understandably been working very hard just to keep up with that growth. In fact, it is common for cities with Pickerington's growth rates to struggle to keep pace with capital improvements, especially those associated with traffic. The challenge for Pickerington is to move from a reactive system where improvements are constantly trying to catch up with growth to a more proactive system that anticipates growth.

The next level of planning sophistication for the City is to establish a system of both short term and long term capital improvement planning that is more explicitly tied to anticipated and forecasted future land use. The City should strive to reach a point where its capital facility planning and budgeting is linked to its land use forecasting and fiscal planning so that long term improvements to capital facilities can be planned for and implemented concurrently with anticipated growth. The need to identify and plan for the long range reservation of right-of-way and construction of an improved east-west corridor is a good example of a long term need that should be addressed.

It will be important that the City continue to stay current with its individual infrastructure plans for this system to work. Up to date plans for transportation, sewer, and water systems must be maintained with state of the art technology. For example, the City should consider implementing a travel demand model for transportation planning purposes.

Land Use and Capital Facility Planning Goal

The City will have a capital improvement program that is integrated and linked with its land use plan and related forecasts, with capital improvements made concurrent with new growth.

4. The City should begin to incorporate "cost of growth" considerations into the planning process, and require that new growth pays for itself.

We learn from the fiscal analysis that different land uses have different fiscal implications related to their potential tax revenues and service costs. While there are other factors that influence the ultimate desired land use mix – neighborhood livability, need for local services, market factors, property rights, and legal constraints – the City of Pickerington should make decisions about future land use based in part on an understanding of the fiscal ramifications of those decisions. The Cost of Land Use analysis prepared by Tischler Bise should be used as a platform for making future land use decisions. As a matter of general policy, Pickerington should require that new growth fund the public improvements that are needed to serve that new growth. Impact fees are a tool that allows the City to at least partially implement that policy and should be implemented as soon as possible.

Cost of Growth Goal

New growth will pay its fair share of the cost of providing infrastructure needed as a result of that new growth. Cost of growth considerations will help guide land use planning and decisions.

5. Rate of Growth

Like many fast growing communities, the sheer pace of growth and change has become an important and controversial issue of concern in Pickerington. While the precise rate of change is difficult to pinpoint on a year to year basis as discussed earlier, there is no doubt that Pickerington has experienced a high rate of growth compared to other central Ohio communities as well as other communities on a state and national level. Likewise, while future growth is difficult to predict with precision, due in part to the fact that growth rates have so varied in the past, there can be little doubt that barring fundamental economic changes (such as increases in interest rates) a high rate of growth can be expected to continue into the foreseeable future, especially given the remaining supply of vacant or agricultural land in Pickerington.

It is also clear that the rate of growth has impacted the community, as discussed previously. It has direct impacts on the provision of services, creating potential fiscal imbalances and challenges to proving public facilities and services in a timely manner. It has indirect impacts on community livability and quality of life, which while they are more difficult to quantify, are no less real.

The critical question for the City to address is whether the impacts of the rate of growth alone are great enough and negative enough to justify a rate of growth control system that places a ceiling on that rate. In simple terms, the challenge is to assess the relative cost of such a system relative to the benefits of such a system, because there are both cost and benefits.

The implementation of systems that regulate a rate of growth has precedence nationally, and has been used in Ohio on a limited basis. In the mid 1970's the City of Petaluma, California is widely credited with pioneering a permit allocation system that has been applied in other communities around the country. In 1996, the City of Hudson, Ohio was the first Ohio community to adopt such a system, which was challenged and ultimately withstood legal challenge in the federal court system.

If the City desires to evaluate a rate of growth system, we recommend that it do so systematically and consider the full range of issues. Rate of growth control systems can be legitimate and valuable growth management tools, but their design, implementation, and administration are complex. There are several strategies that the City could pursue to address rate of growth issues.

1. ***Evaluate the feasibility and desirability of a rate of growth system in an update to the comprehensive plan.***

   Rate of growth should be viewed within the context of a comprehensive growth management planning strategy, as described in this report. In the Hudson example, the decision to implement a rate of growth system came only after a comprehensive plan with extensive community outreach and analysis of the fiscal implications of the growth rate. During the comprehensive planning process, the issues discussed below should be addressed.

2. ***Consider the full range of issues and options in the structure of a system.***

   The concept of regulating the rate of growth may seem simple on it surface – i.e. limit the annual number of permits – however it is in actuality a complex system with many variables. The author of this report served as the project manager for the Hudson Comprehensive Plan and was part of the legal/staff/consultant team that designed the rate of growth management system. As part of that process, a checklist of issues was created to guide the process after completion of the Comprehensive Plan and follow-up implementation. Specifically, the questions most applicable to Pickerington that will need to be addressed in considering a rate of growth system include:

JUSTIFICATION

- What are the goals for such a system and how do they interrelate to the other goals of the City? Is the goal to better time development with the provision of public services? Is it to slow residential growth down while non-residential growth is promoted to achieve a better fiscal balance? Is it to avoid a sense of loss of community livability due to perceived rapid change?
- What factual documentation justification exists or can be developed to support such a system? Fiscal impacts? Jobs to housing imbalance? Infrastructure constraints (i.e. plant capacities)? Environmental constraints?

Amount/Type of Development to be Addressed

- What type of development should be subject to such as system? Single family residential? Multi family? Commercial? Industrial? (We realize that the interest has been in slowing down residential growth, but the reason for regulating residential rate and not non-residential rate will need to be documented.)
- Should there be exemptions for certain developments, or classes of development? For example, should single lot developments, approved platted developments, or others be exempt? This was a key issue to think through in the Hudson system.
- Is there a build-out population to be targeted and tied to the rate of growth? Is there a residential to non-residential balance or ratio to be targeted and tied to the rate of growth?

Location of Growth

- Should this system be used to help control the *location* of new development – in other words, should certain developments get priority if they are in areas designated by the City as being best suited for development based on utility or other issues?

Procedural and Administrative Issues

- Who will conduct the reviews? What would the appeals process be?
- At what point in the development process does the system apply – at subdivision? At zoning certificate? At building permit?
- How often will the allocations be made – annually? Semiannually? Quarterly?
- How long are allocations good for?
- What happens with unused allocations?
- How often does the rate ceiling need to be reaffirmed (in Hudson there is a requirement for an annual update of growth data and re-determination of the targeted rate of growth)?

Rate of Growth

- What is the preferred rate of growth, and how will the number of permits to be issued be established? Is it a flat number of permits, or is it a percentage annual growth rate?
- What is the system of allocating permits? This gets into the mechanics of the system and is critical to its success, as well as having important implications for the administrative cost of the system. Is it a "first come, first serve" system? Is it based on a point system tied to qualitative review of projects (often referred to as a beauty contest" approach)? Is it based on a lottery system of drawing? Should permits be allocated first to approved projects? If permits are allocated based on the quality of the proposed development, what are the standards to "score" applicants? Will certain types of projects be given priority (in Hudson, projects that provided for affordable housing or senior housing were given priority ranking)?
- Should there be a limit on the number of permits for which a single applicant can apply? On the one hand, it may be most fair to spread the permits evenly among multiple applicants, but on the other hand there may be an advantage to focusing more permits in single development to have a more localized and controllable impact.

3. Assess the costs and benefits of a rate of growth control system.

Like any new City initiative, a potential rate of growth system should be evaluated in terms of its anticipated benefits, as well as its potential costs or disadvantages.

The potential benefits of a rate of growth system have been discussed extensively in previous discussions. A slower rate of residential growth can accomplish several benefits for the City, including:

- Allowing the City to better keep up with the provision of public services and facilities.
- Allowing the City to focus on economic development initiatives in order to improve the balance of non-residential and residential

land uses, which is important for fiscal health.

- Minimizing the sense of loss of community quality and character that can occur as a result of rapid growth and change.

The cost and potential disadvantages of a rate of growth system should also be analyzed. Some potential issues to be considered include:

- The cost associated with the design and implementation of the system. In Hudson, a team of planners and lawyers spent considerable time and resources analyzing options, designing the system and addressing the kinds of questions posed above, and drafting the regulations. There were also considerable resources devoted to the successful defense of the system in court. While Pickerington will not be pioneering the issue as Hudson was, the design and implementation of a system must still be tailored to Pickerington's unique circumstances, and will take substantial resources. The City should balance these resources against other planning needs and demands, such as those raised in this report.
- The cost associated with administering the program. Depending on how the system is designed, the City will need to plan for regular allocations of permits (i.e. quarterly, semi annually, annually) and will need to plan for regular reaffirmation/confirmation of the rate of growth (in Hudson that is done on an annual basis).
- Whether there may be other, perhaps unintended consequences of the system. While slowing the rate of growth may yield positive benefits in terms of slowing residential growth, there could be other results as well. For example, there is ample vacant land outside but adjacent to Pickerington. It is possible that if the City slows the residential market within the City that additional growth may be encouraged in the surrounding township area, which could still impact the road and school systems.

Ultimately the decision as to whether to implement a rate of growth control system is a determination that should be made by City Council within its legislative discretion. It is beyond the scope of this report and the expertise of its authors to express an opinion as to the legal defensibility of such a system in Pickerington, but it has been determined to be appropriate in Ohio under at least one set of circumstances. In fact, the growth rate in Hudson was less than that of Pickerington. Further, given the rate of growth in Pickerington and the demonstrative impacts of that growth as contained in this report, from a planning perspective it is likely that it can be demonstrated that a rate of growth control system would advance a substantial public interest. There are many tools the City can implement, as discussed in this report, that can function in a growth control system. The real challenge is to determine whether such a system is the best course of action for Pickerington in light of the issues raised above. The best way to make this determination is within the context of a comprehensive plan.

Rate of Growth Goal

The City will continually monitor rate of growth relative to its ability to provide public facilities and services in a fiscally responsible manner, and will consider rate of growth control systems as a tool to address problems created by high rates of growth.

Quality of Life and Livability

The following recommendations relate to the role of the City in directing growth in such as way that quality of life is preserved and promoted. These include issues related to land use planning and regulation, parks and recreation, and planning for changing demographics.

1. The City should emphasize a more geographically focused approach to land use planning.

A common complaint among many suburban communities facing rapid growth is that they are in danger of losing their "sense of place". This is especially true when new development has a "generic" look - commercial areas with standard franchise architecture and freestanding subdivisions with little sense of connection to the rest of the City.

One of the ways to improve community character is to identify areas of the City that have common characteristics that distinguish them from other areas, and to promote a strong sense of identity and quality that is unique to each of those areas. The City of Pickerington does not have a single identity or characteristic; rather it has a series of neighborhoods and business districts. The challenge is to reinforce the positive characteristics of those areas, identify ways to preserve their desirable traits, and identify changes that would improve them. This is particularly important in those areas that face the most potential for change.

The basic land use pattern for Pickerington is set. With some exceptions, major decisions about what land uses go where have been answered, through a combination of historic development and current land use planning and zoning policies. The need in Pickerington is not a traditional comprehensive plan that focuses on identifying a future land use pattern – that work has largely been done – rather the need is to engage in focused and detailed planning in key areas as identified in this report.

A focused planning approach allows the City to engage in more in-depth planning in those areas that can benefit the most and that can bring the most overall benefits to the City. Focused area plans should identify key parcels and issues, and identify critical success factors that can be leveraged through the zoning process. Seven different areas are identified in this report as being in need of focused planning. The Hill Road/Refugee Road and Hill Road/Diley Road areas are recommended to be the top priorities.

Focus area plans should be developed for each of these areas. For each focus area plan, the following elements should be planned through a community based process:

- Land use
- Development density/intensity
- Public facility and infrastructure
- Traffic circulation and access
- Building design and orientation
- Mitigation of negative impacts on adjacent or nearby residential areas
- Streetscape design
- Pedestrian facilities
- Parking orientation
- Signage coordination
- Landscaping
- Loading and unloading
- Storm water management
- Environmental protection

In working with City staff, this report identifies geographic areas of the City that have the potential to have a major impact on the overall quality of life for the City. Four of them are oriented around either the Route 256 or Diley Road Corridors – they constitute the major corridors in the City. Two of them are residential areas that have special circumstances that warrant special attention.

Hill Road Business District

The Hill Road/Refugee Road intersection and adjacent land is the dominant commercial intersection in the north half of the City. It includes the vacant Big Bear Center on the northwest corner and the proposed new Giant Eagle Grocery Store on the southeast corner. Refugee Square on the northeast corner consists of a series of shallow commercial lots. The Kroger Center on the southwest corner is relatively new.

There are several large vacant properties with the potential to have a dramatic impact on this area. The hundred plus acre property west of the Big Bear site and the approximately eighty acre parcel south of Refugee Road will have a significant impact on the area when and if they become available for development. These properties are currently zoned single family residential, but their proximity to Route 256 suggests the potential for other uses, if desired by the City. This area could be a major economic development opportunity, although traffic circulation impacts are obvious concerns.

One of the major issues in this area is the future of the Nicodemus, Ebright, and Smith properties. The Nicodemus and Ebright properties, while zoned residential, are anticipated to be under pressure for retail uses. In fact, the northeast corner of the property is currently the subject of a zone change to retail uses. The property is relatively flat, although some of the northernmost portion of the property is in a flood plain. The potential for a road that would connect from Stone Creek, through the property to Refugee Road, west of Hill Road, is in the Thoroughfare Plan.

The Smith property, located directly south of the Nicodemus property, also has potential for development. A creek runs through the property, potentially separating development types on the northern portion from the southern portion. The northern half of the property is adjacent to existing retail zoning along Refugee Road. This southern half of the property is adjacent to single family residential on the east and south. In fact, the subdivisions to the east and to the south each have stub streets that appear to have been contemplated to provide access to this property.

The long range challenge for this area is to encourage the development of vacant properties and long term redevelopment of the current uses into a cohesive business district with a better sense of identity. Currently, the area is developed in a fragmented, piecemeal basis with individual developments occurring over time with little regard to an overall business district design. This should not be interpreted as a criticism of individual development; rather, it is incumbent upon the City to plan for and define an overall plan for the development of the private property and the public realm/right-of-way that results in a high quality business district. Specifically, the following goals should guide the City in its future planning efforts in this area:

1. The area should develop with a sustainable mix of uses that produces a positive fiscal and economic impact.
2. The area should develop according to a land use and urban design plan that identifies coordinated and integrated development rather than a piecemeal and fragmented development.
3. Traffic circulation and access should be planned to flow efficiently and safely.
4. Public right-of-way improvements should set the tone for promoting a high quality image of the City through streetscape elements such as landscaping, lighting, pedestrian facilities and amenities, and signage.
5. The area should develop in a pedestrian-friendly manner to the extent practical given vehicular circulation needs, with connections to adjacent residential areas and the planned Diley Road pedestrian facilities.

Pending the development of a full focus area plan, the following guidelines should serve as interim guidance to the City in any development approval request, in addition to existing City standards:

1. The Nicodemus and Smith properties are encouraged to develop with a mix of compatible uses. Specifically, to the maximum extent possible, employment-intensive uses, such as offices, are encouraged. At least 75% of the property is encouraged to develop as office, with retail use discouraged on any more than 25% of the property.
2. Development of the Nicodemus property should occur only pursuant to a master plan for the entire property. Piecemeal development of portions of the property is strongly discouraged.
3. Through the master plan design process, portions of the Nicodemus property are encouraged to be preserved as open space. The flood plain is encouraged to be preserved in an environmentally sensitive way.
4. Residential uses are appropriate as a transitional use to the rear of the Nicodemus property, but are encouraged to be limited to senior housing uses.
5. Provisions should be made for the reservation of right-of-way, funding, and construction of a roadway through the Nicodemus property connecting Hill Road to Refugee Road per the Thoroughfare Plan.
6. The southern half of the Smith property, adjacent to the existing single family residential property to the east, should be limited to single family detached residential.
7. Provisions should be made for an efficient configuration of streets and circulations relative to the relocated Diley Road, Windmiller Drive, and access to the Kroger development to the north.
8. Circulation systems should be designed to efficiently facilitate traffic flow, yet designed to discourage speeds that impede pedestrian safety.
9. Common or shared access points are to be utilized wherever feasible, pursuant to City access management standards.
10. A traffic impact study should be provided as part of the plan review process.
11. Parking is encouraged to be distributed between the front, side, and rear of buildings to the extent feasible.
12. The visual impact of parking should be minimized through the use of interior landscaping.
13. The location of loading and unloading, service areas, and mechanical equipment should be incorporated into the overall site design.
14. Signage should be encouraged to be limited to building façade or ground mounted signs.
15. Lighting should be designed to avoid spillover onto adjacent properties through the use of cutoff shields or other similar devices. Lighting impacts should be demonstrated through lighting plans submitted to the City.

Hill Road/Courtright Drive

This area encompasses The Hill Road corridor immediately adjacent to the downtown Pickerington core. It includes large industrially zoned parcels adjacent to the railroad tracks and smaller commercial and office zoned properties in the central and northern portions of the focus area. There have been discussions about locating a traffic signal between Courtright Road and realigned Diley Road adjacent to vacant land zoned for commercial and office uses. The location of the traffic light could have a substantial influence on the area. In addition, the Thoroughfare Plan identifies the extension of Courtright Drive East to Stemen Road.

The Good property, consisting of approximately 47acres and zoned industrial, is a key property in this area, in spite of the fact that it has remains undeveloped. The future of the Good property should be examined through a focus area plan process. While it remains vacant with no immediate prospects, it remains one of the few large industrially zoned properties in the City. Given its location in the center of the City, its adjacency to residential areas, and its proximity to the historic core, it continues to be a strategically critical property for the City. However, due to its remoteness from regional transportation access, its viability for various uses is unknown. Ideally, it would develop with an employment-intensive use in a campus setting with minimal external impacts, such as a research facility. It may also be appropriate in the long term for senior housing. However, the immediate future of these uses is speculative.

Similarly, the Pickerington Youth Athletic Association's (PYAA) property, currently used as athletic fields, should be monitored. There is no reason to encourage this use to change, and there are no immediate indications that the owners have any desire to change the use. However, it is a large assemblage of property in an area with rising land values and development pressures. Ultimately, the City should have an alternative plan in mind for this property in the instance that it experiences pressure to convert to another use in the future.

The following goals should guide the City in future planning efforts for Hill Road/Courtright Drive Focus Area:

- Encourage the Luse, Zane and Snider properties to develop as a coordinated and integrated small scale office cluster.
- Monitor the Good, Stratford, and PYAA property.
- Upgrade streetscape improvements to achieve a more coordinated and attractive street frontage.

Northern Gateway

The Northern Gateway encompasses the area along Route 256 including the I-70 interchange and the Blacklick Eastern Road intersection. This area serves as the northern-most gateway into the City of Pickerington. The area is largely built out with the exception of fifteen acres of vacant commercial property along Tussing Road where the City has constructed a road to provide additional access. The area includes a mix of retail, multi-family, and light office and includes the Hunter's Run Center, which is a relatively new center that developed into the City's design guidelines and the Kohl's Department Store which just recently opened.

The area has little opportunity for major new development. However, given its strategic location as the northern gateway into the City, it is an important area. It serves as the first impression of the City from the regional transportation system to the north. As such, the City should plan for the long term viability of the area and identify public and private design improvements that can be achieved incrementally over time as infill and redevelopment occurs.

Diley Road Corridor

The Diley Road widening from two lanes to five lanes scheduled to begin construction in Spring of 2007 will create development pressures for vacant land and existing residential uses and land to assemble for new land uses. The corridor is divided into two distinct existing and future land use patterns north and south of the railroad tracks.

North of the railroad tracks where the realignment of Diley Road into Hill Road has been completed has several large parcels zoned for commercial uses with several large residential zoned parcels scattered throughout. The road widening and the existing Drug Mart Plaza located southwest of the Diley Road and Hill Road intersection, suggests this area will experience commercial development pressures immediately. Development of these properties should be master planned with the same standards and requirements of the Hill Road Business District focus area. This area presents an opportunity to develop a signature commercial area for the City. The Cherry Hill subdivision, the only subdivision north of the railroad tracks should be adequately buffered from any future commercial development. South of the railroad tracks, the current uses and zoning for all the property adjacent to the corridor is residential consisting of several existing

and proposed subdivisions, single-family homes on large lots and vacant land.

The irregular City-Township border along the corridor makes effective planning for the corridor challenging, suggesting the need for a multi-jurisdictional approach. Several assemblages of parcels may experience pressures for non-residential uses, including land along the east side of Diley Road north of East Columbus Street and property east of Diley Road and west of Preston Trails subdivision. There are several large parcels adjacent to Diley Road in Violet Township that should be monitored for future development.

West Long Road/Refugee Road

This area is important because of its strategic location relative to Long Road and Refugee Road and the extensive amount of undeveloped land located within it. There is approximately 347 acres of undeveloped land and homes on large lots, which is zoned a mixture of agricultural and single family residential. It currently has a residential and agricultural character. The railroad tracks bisect the area creating a substantial barrier. The large lot single family zoned property fronting on Refugee Road immediately west of the police station is likely to experience pressure for non-residential uses. The area south of the railroad tracks has been discussed for single family residential, and is likely to continue to feel pressure for single family uses.

Steman Road

The Stemen Road area has a quiet rural setting consisting of single-family homes on large lots, institutional uses and vacant large lots. However, with Violet Township proposing their new office and maintenance facility on the southeast corner of Stemen Road and North Center Street and the updated City Thoroughfare Plan classifying Stemen Road as a major collector, the area will likely experience non-residential development pressure. The properties in this area should be monitored closely for future development when utilities are extended and roadways are widened.

Focused Land Use Planning Goal

Future land use planning will occur as part of a comprehensive approach, but it will focus on targeted areas to maximize the potential of strategically important sites.

2. The City should update its zoning regulations. The City should continue to provide land use regulations that are appropriate for its level of development sophistication through the updating of its zoning regulations.

A comprehensive update to a zoning code is a complex process that must be carried out in a systematic manner. The following is a suggested three-step process for updating the zoning code.

STEP 1. CODE DIAGNOSIS

A solid first step in revising any land use regulations is a Code Diagnosis. This task involves reviewing, in detail, the current land use regulations and draft regulations to develop a list of the strengths and weaknesses of the code. In particular, the following should be evaluated:

- Ways in which the current or draft regulations are ineffective or frustrating to use;
- Inconsistencies within and between the current land use regulations;
- Necessary changes related to new Ohio and federal statutory and/or case law;
- Methods to increase the user-friendliness of the regulations;
- Ways to streamline the procedural review of development; and
- Options for making desired substantive revisions.

STEP 2. ANNOTATED OUTLINE

The purpose of the Annotated Outline is to allow an opportunity to review the overall structure of the proposed revision, and short descriptions of how the code would differ from the current regulations, before the actual drafting begins. An Annotated Outline is an outline of the new code with the major chapters and sections. It would serve as the foundation of the new text. It should present suggestions and discuss options in a number of areas, including, but not limited to:

- Making the document more user-friendly
- Organizational and format changes
- Procedural streamlining
- Providing additional provisions to allow for flexibility in the development review process
- Modernizing the uses in the zone districts
- Consolidation of zone districts
- Suggestions for making the regulations more responsive to contemporary development trends
- Addressing commercial corridors and gateway corridors
- Planned development districts, both residential and non-residential
- Mixed-use development districts
- Substantive changes to the parking and landscaping standards
- A comprehensive evaluation of substantive changes to the Signage Regulations

STEP 3. CODE DRAFTING

Text amendments would then be drafted based on the diagnosis and annotated outline. The initial draft should present commentary, where necessary, to explain changes made and the rational behind the new provisions.

Drafts of the code should be subject to public discussion and evaluation on a "module" basis. For example, modules dealing with development review procedures, zoning districts and development standards could be produced. Policy differences or disagreements should be resolved prior to beginning the formal adoption process to the maximum extent feasible.

Zoning Goal

The City will provide state-of-the art land use regulations that fit its unique needs.

3. The City should upgrade its design standards. Quality and character of development is an important element of community building.

While planning for the proper location and impacts of land use is a critical aspect of planning, more and more communities are recognizing that the design and aesthetic aspect of development is equally important. Pickerington recognizes this in its design guidelines, which have shown visible and concrete results in new construction. It is important for the City to now take the next step from these first generation design guidelines by developing improved standards that provide both more predictability for the development community and a higher level of design quality. Improved design guidelines may be incorporated as part of the zoning code update, or they may be handled as a separate element of the land use regulations.

Design Quality Goal

The City will require high quality development that promotes a positive and aesthetically attractive image.

4. Parks and Recreation

It is imperative that the City complete the parks master plan currently underway. Its current plan is outdated and did not serve as a real guide to parks and recreation planning even when it was new. A new parks and recreation plan should identify improvements and facilities needed for both current populations as well as anticipated future population, but it should also identify the way in which these facilities would be funded.

Future parks and recreation planning should also focus on parks "connectivity", meaning that park and recreation facilities should be viewed as a system whereby facilities are connected to each other, to neighborhoods, and to civil facilities such as schools, wherever feasible.

As the City of Pickerington continues to mature and grow, one way to promote community quality of life and livability is to make it friendlier for pedestrians. A pedestrian orientation also helps promote the connectivity of the City, and can be especially effective when coordinated with parks and school planning. The City has begun efforts to explore a City-wide pedestrian strategy using the widened Diley Road as a pedestrian spine, and those efforts should be continued.

Parks and Recreation Goal

City will provide a linked parks and recreation system for its residents.

5. Aging Population

Long term issues have a way of sneaking up on us. While the City is facing many immediate growth issues, it should begin to at least think about the longer term trends associated with an aging population. In particular, the housing diversity issue that has immediate implications for growth and public facilities has long term implications for an aging population. It is inevitable that many aging people will ultimately need to move out of large homes into alternative housing types. The City should plan for whether it wants to accommodate such moves within the City, and if so, under what circumstances.

Changing Demographic Goal

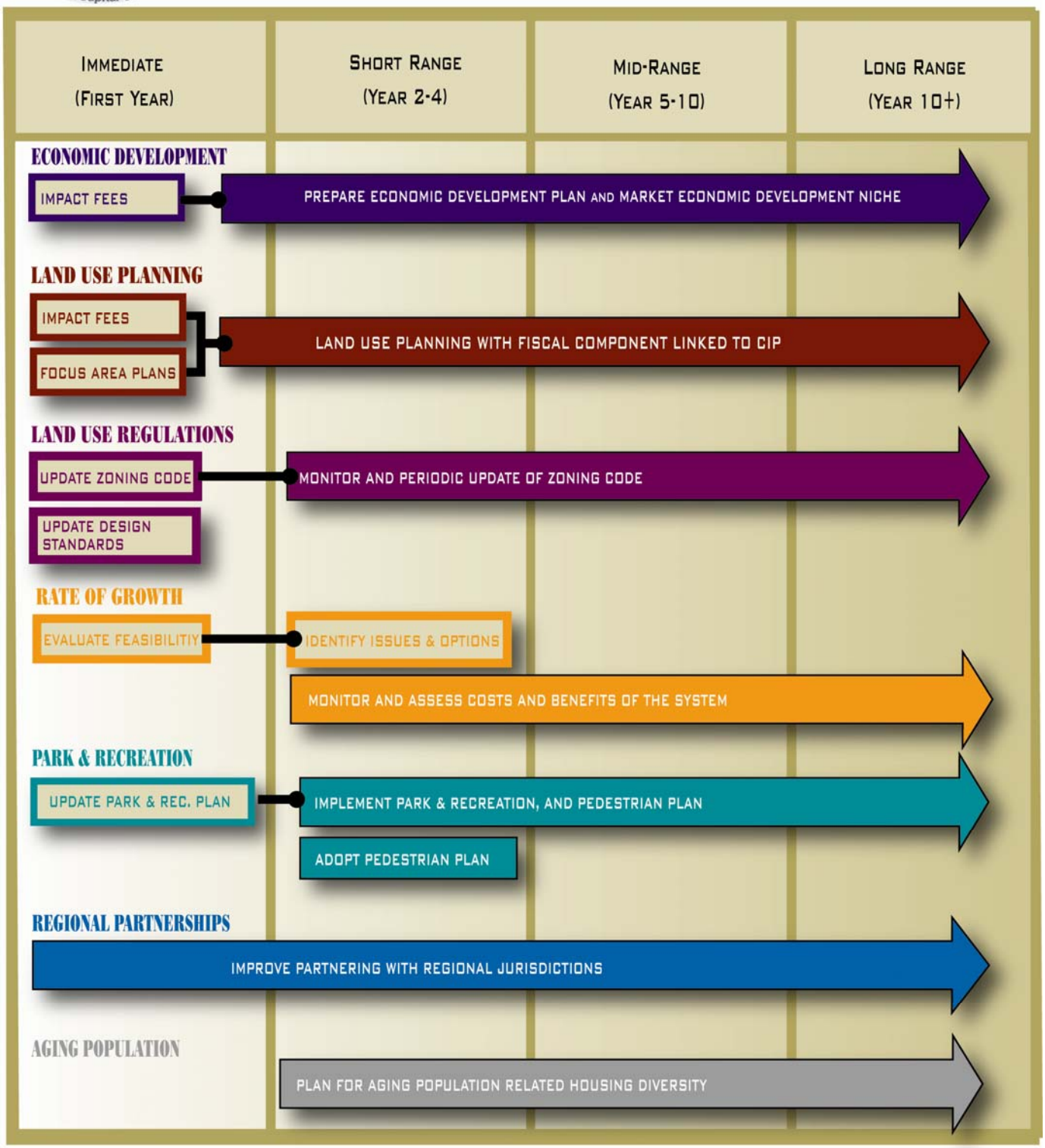
The City will plan for the long range trend of an aging population.

Conclusion

In conclusion, we propose that City Council adopt the following ten overarching goals to guide its future growth management planning efforts.

1. ***Economic Development Goal:*** The City will identify and cultivate economic development opportunities in specialized market niches.
2. ***Regional Partnership Goal:*** The City will develop regional multi-jurisdictional partnerships to address issues that transcend City boundaries, such as economic development and traffic.
3. ***Land Use and Capital Facility Planning Goal:*** The City will have a capital improvement program that is integrated and linked with its land use plan and related forecasts, with capital improvements made concurrent with new growth.
4. ***Cost of Growth Goal:*** New growth will pay its fair share of the cost of providing infrastructure needed as a result of that new growth. Cost of growth considerations will help guide land use planning and decisions.
5. ***Rate of Growth Goal:*** The City will continually monitor rate of growth relative to its ability to provide public facilities and services in a fiscally responsible manner, and will consider rate of growth control systems as a tool to address problems created by high rates of growth.
6. ***Focused Land Use Planning Goal:*** Future land use planning will occur as part of a comprehensive approach, but it will focus on targeted areas to maximize the potential of strategically important sites.
7. ***Zoning Goal:*** The City will provide state-of-the-art land use regulations that fit its unique needs.
8. ***Design Quality Goal:*** The City will require high quality development that promotes a positive and aesthetically attractive image.
9. ***Parks and Recreation Goal:*** The City will provide a linked parks and recreation system for its residents.
10. ***Changing Demographic Goal:*** The City will plan for the long range trend of an aging population.

Growth Mangement Strategy Prioritization



Appendices

APPENDIX A: THE CAPACITY ANALYSIS

APPENDIX B: HISTORIC GROWTH TRENDS

APPENDIX C: COST OF GROWTH REPORT- FISCAL RESULTS

Appendix A: The Capacity Analysis

Policies the City adopts to regulate growth will be a key factor in the way the City of Pickerington will grow over the next 15 to 20 years. Understanding the City's capacity to accommodate growth under existing policies will reveal where adjustments should be made to plan for a future land development pattern that is the best fit for the City's 20 year vision. The capacity analysis summarized in this memorandum looks at the capacity of land currently within the City under several development scenarios as well as accounting for development capacity of land that may be annexed. This analysis was completed in July 2005, and reflects the land development status at that time. The differences in these scenarios are the densities assigned to each piece of available land. The process used to identify the capacity for development in the City is outlined below.

Methodology

The methodology for determining the capacity for development in the City is as follows:

1. City planning staff identified land available for development in three categories which include:
    a. Vacant Land,
    b. Vacant Land that has zoning approval for development, and
    c. Potentially developable land

    These pieces of available land are identified as Potential Development Areas (PDA) where development may/will occur in the future. They are illustrated in Map 1. These categories may come into play in future land use scenarios and the development density of each category. The development status is as of July 2005.

2. Based on the existing zoning districts in the City, each PDA is assigned a zoning designation. The zoning designation allows a development density to be applied to each piece of developable land. Map 2 shows the PDAs with their respective zoning designations.

3. Different scenarios or development densities are attributed to each of the PDAs and calculations are run to determine either the number of residential units or building square footage in the case of nonresidential areas that theoretically could be built on each PDA.

4. Land was divided between land zoned for residential uses and the land zoned for non-residential uses, the available acreage and the potential capacity of this land for future development has been separated for ease of comparison between scenarios.

Non-residential Capacity Calculation

Only two scenarios were examined for the non-residential land in the City. Both scenarios are based on averages established currently in the City.

Assumptions:

- All vacant land currently zoned for a non-residential use within the existing boundaries of the City of Pickerington (as of July 2005) will develop for retail, office, industrial or other commercial purposes.
- The intensity of the non-residential development will range between 8,000 square feet of building space per acre up to 10,000 square feet of building space per acre based on trends in the City. Both scenarios should be examined to establish a possible range.
- Some undetermined portion of the "commercial" land area will develop for office type uses.
- The capacity of the land for non-residential development is equal to the gross acreage multiplied by the recommended floor area ratio. Adjustments have not been made to the gross acreage to account for arterial roads. These floor area ratios account for adequate space for parking facilities associated with the floor area yields.
- Annexed land will include some area for non-residential development.

Residential Capacity

The following assumptions were used to calculate the capacity for future residential development. Six scenarios were examined.

Assumptions:

- All vacant and agricultural land in the current incorporated boundaries of the City of Pickerington (as of July 2005) that is currently zoned for residential uses will develop for housing.
- Parcels or pieces of land that are smaller than the minimum lot size recommended by zoning, will not yield a whole housing unit when calculated for capacity and therefore the acreage will be accounted for, but the fraction of a housing unit will not appear in the summary for residential capacity (i.e. a piece of land zoned AG that is only 1 acre would not be adequate to accommodate a house if the zoning requires 5 acres for each home).
- The capacity of the land for residential development is equal to the gross acreage multiplied by the applied density or units per acre. Adjustments have not been made to the gross acreage to account for arterial collector and/or access roads because zoning densities are based on gross acreage.
- Land in annexed area identified for residential development will contribute to the city's capacity for residential growth.

The following tables detail the calculation for future development capacity in the City of Pickerington and pending annexation areas. The available land which is referred to as potential development areas is illustrated in the attached maps.

TABLE 1: EXISTING PICKERINGTON STATISTICS (2005)

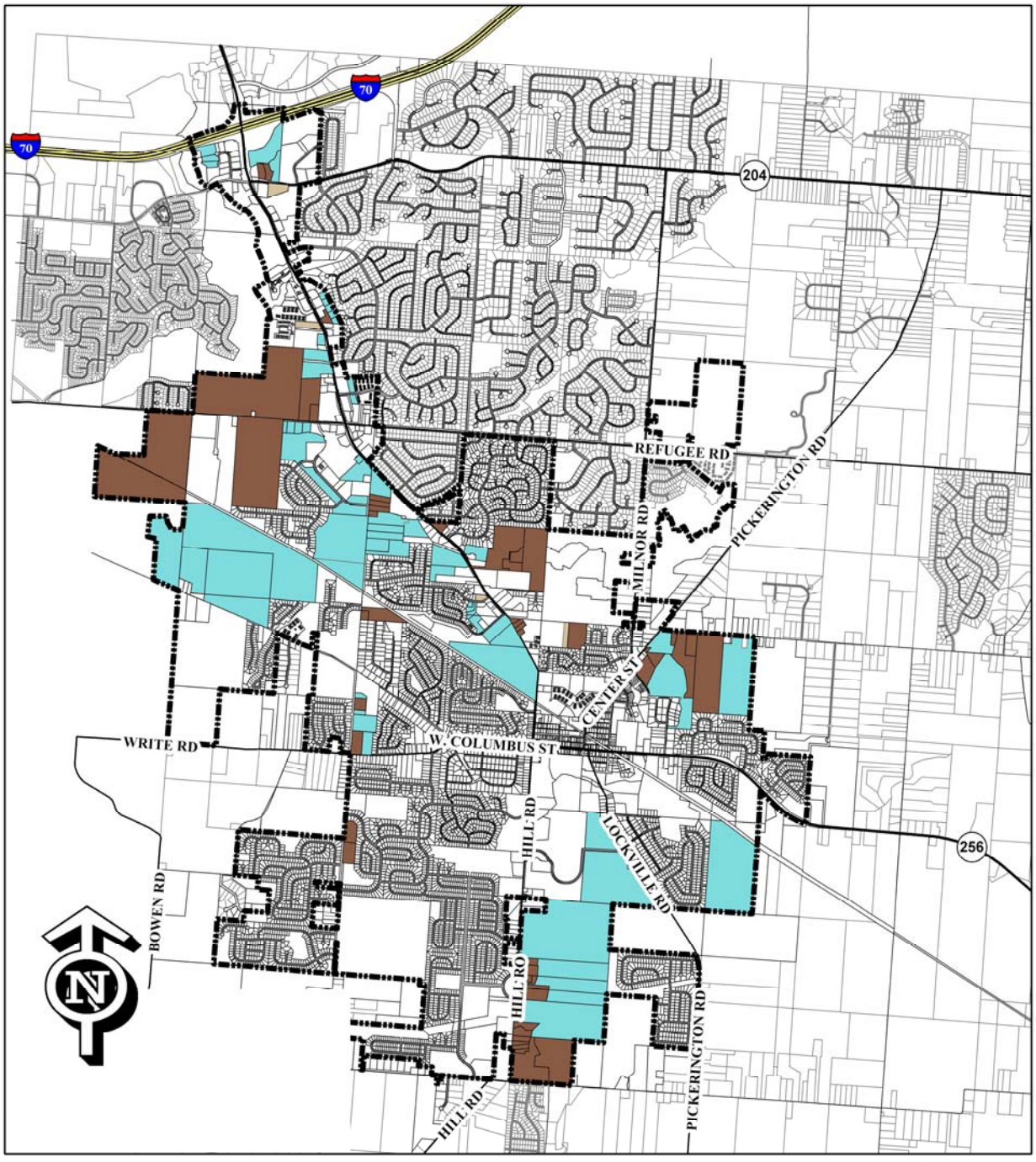
Population	Total Housing Units	Single Family Units	Multi-Family Units	Total Non-Residential Area (SF)	Commercial (SF)	Office (SF)	Industrial (SF)
13,066	5,699	4,210	1,489	1,455,000	750,000	99,000	606,000

Source: MORPC, City of Pickerington building permit records, GIS land use analysis(2005).

The maps on the following pages show the land available for development within the current city boundaries (the potential development areas). The first map shows them by type, vacant, vacant with zoning approval, or potentially developable. The second map shows the PDAs by zoning as of the Spring of 2005.

Map 1

POTENTIAL DEVELOPMENT AREAS BY TYPE



Map Printed: September 22, 2005

Vacant

Vacant with Zoning Approval

Potential Development Land

Pickerington_Parcels

Pickerington City Line

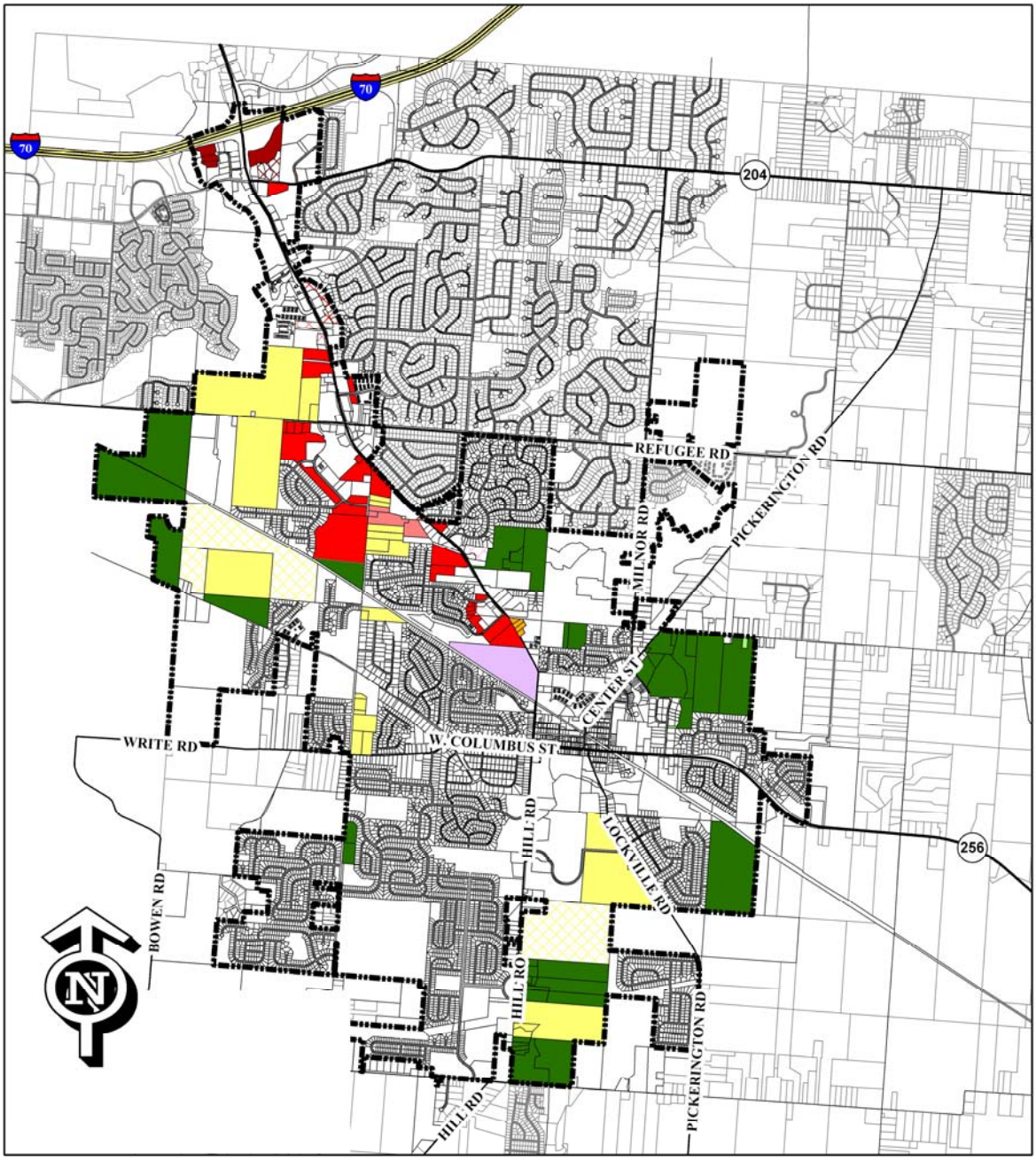
parcels

0 1,250 2,500 5,000 7,500 Feet

This map is intended for planning purposes only. Land potentially available for development was identified by City Staff and calculations of capacity were prepared by McBride Dale Clarion. The base mapping was provided by the Fairfield County Auditor GIS Department, August 2004. Status of land is reflective of July 2005.

Map 2

POTENTIAL DEVELOPMENT AREAS BY ZONING



Map Printed: September 22, 2005

AG R-6 C-3 PO
R-2 R-10 PC-3 M
R-4 C-2 C-4 PICKERINGTON
PR-4 PC-2 PC-4

0 1,250 2,500 5,000 7,500 Feet

This map is intended for planning purposes only. Land potentially available for development was identified by City Staff and calculations of capacity were prepared by McBride Dale Clarion. The base mapping was provided by the Fairfield County Auditor GIS Department, August 2004. Status of land is reflective of July 2005.

TABLE 2: CAPACITY FOR GROWTH (SUMMARY)

	Total Residential Units	Single Family Units	Multi-Family Units	Non-Residential Acres
Platted but Unbuilt (Approved Subdivisions)	1,955	1,503	452	
Vacant Land In the Current City Limits				
Scenario 1a	1,083			270
Scenario 1b	2,948			
Scenario 2a	3,593			
Scenario 2b	5,031			
Scenario 3a	2,343			
Scenario 3b	3,780			
Annexations				
South Annexations Sub Total	970	768	202	200
362 Acres	654	554	100	68
365 Acres*	316	214	102	132
North Annexation ** (Milnor Road)	881	449	432	49
All Annexations Grand Total	1,851	1,217	634	249

*The annexation survey shows 387+ acres, however, Franklin County GIS data shows 365 acres. MDC believes there may be an error in the survey. Because we can only verify the GIS data for this analysis that is the information which was used.
** Annexation completed March 2005.
Calculations for the capacity are illustrated in the following tables.

Source: MDC GIS Capacity Analysis, and annexation agreements (2005). The densities and acreages used to calculate the future capacity in each scenario are illustrated in Tables5 and 6.

TABLE 3: INCORPORATED AREA NON-RESIDENTIAL CAPACITY SUMMARY

Non-Residential Zoning	Number of PDAs in Category	Total Acres	FAR A	FAR B	Non Residential Capacity (SF) 1A	Non Residential Capacity (SF) 1B
C-2	6	17.43	0.23	0.18	174,628	136,665
C-3	27	161.31	0.23	0.18	1,616,133	1,264,799
C-4	4	20.13	0.23	0.18	201,678	157,835
M	1	47.19	0.23	0.18	472,787	370,007
PC-2	3	5.02	0.23	0.18	50,294	39,360
PC-3	8	10.22	0.23	0.18	102,392	80,132
PC-4	3	8.63	0.23	0.18	86,462	67,666
PO	1	5.00	0.23	0.18	50,094	3,9204
Total	*53*	*274.93*			*2.75 million*	*2.15 million*

TABLE 4: INCORPORATED AREA RESIDENTIAL CAPACITY ANALYSIS SUMMARY (6 SCENARIOS)

Residential Capacity (PDAs currently in City prior to annexations)					
1a	**1b**	**2a**	**2b**	**3a**	**3b**
1,598	2,724	2,790	4,228	1,896	3,334

Source: MDC GIS Capacity Analysis, see attached PDA map (2005).

TABLE 5: INCORPORATED AREA RESIDENTIAL CAPACITY ANALYSIS (6 SCENARIOS)

Zoning	PDAs in Category	Acres	Residential Units 1a	Residential Units 1b	Residential Units 2a	Residential Units 2b	Residential units 3a	Residential units 3b
AG	38	625.05	125	1250	125	1563	125	1563
R-2	3	1.77	4	4	4	4	4	4
R-4	24	469.8	940	940	1879	1879	1175	1175
PR-4*	3	222.23	524	524	769	769	585	585
R-6	4	3.32	7	7	20	20	20	20
Total		**1322.17**	**1598**	**2724**	**2797**	**4235**	**1908**	**3346**
PR-4* adjusted		222.23	524	524	769	769	585	585
Clark Trust Property		99.39	278	278	278	278	278	278
Remaining PR-4		122.84	246	246	491	491	307	307

NOTE: * PR-4 land includes the Clark Trust Property which is grandfathered at a development of 278 units on 99.39 acres. This varies from the analysis applied density for PR-4 zoned land. The adjustment is shown as PR-4* adjusted in the table above. Excel was used in this analysis and due to decimal place rounding, the sums may not be equal to the itemized entries if the reader tries to duplicate the calculations.

TABLE 6: RESIDENTIAL CAPACITY ANALYSIS ASSUMED DENSITIES

	Scenario Assumed Densities (Units per acre)					
	1a	**1b**	**2a**	**2b**	**3a**	**3b**
AG	0.20	2.00	0.20	2.50	0.20	2.50
R-2	2.00	2.00	2.00	2.00	2.00	2.00
R-4	2.00	2.00	4.00	4.00	2.50	2.50
PR-4	2.00	2.00	4.00	4.00	2.50	2.50
R-6	2.00	2.00	6.00	6.00	6.00	6.00
R-10	2.00	2.00	10.00	10.00	10.00	10.00

1A	Existing zoning permitted densities with AG Zoned land developing at 1 unit per 5 acres
1B	Existing zoning permitted densities with AG rezoned to allow for 2 units per acre
2A	Former zoning permitted densities with AG land developing at 1 unit per 5 acres
2B	Former zoning permitted densities with AG land developing at 2.5 units per acre
3A	Existing zoning permitted densities for multi-family and R-2, 2.5 units per acre in R-4 and PR-4 and AG at, 1 unit per 5 acres
3B	Existing zoning permitted densities for multi-family and R-2, 2.5 units per acre in R-4 and PR-4 and AG rezoned to allow 2.5 units per acre

The former zoning permitted densities referred to in Table 6 above represent the zoning densities that were associated with the various zoning districts prior to the Citizen's Initiative Petition passed in 2002 which limited density to two units per acre in all residential districts. The capacity of the annexation areas is illustrated in the following tables. The North Annexation (Milnor Road) was approved in March of 2005. The southern annexations were only in negotiations at the time of this analysis.

TABLE 7: NORTH ANNEXATION CAPACITY SUMMARY

		Acres	Residential Units Total	Single Family	Multi-Family	Non-Residential Acres
1	Wellington Park	145	423	248	175	
2	Ebright Property	9	3	3		2.4
3	Spring Creek	100	198	198		
4	Gillialan Property	6	0			6.3
5	Leonard Real Estate Investments	28	30		30	
6	Sycamore Creek	78	227		227	40.1
	Total	365	881	449	432	48.8

This annexation was recorded in march 2005 as a 362+ acre annexation, when the individual areas area added up the sum of the area is 365+ acres. Acres are rounded.

TABLE 8: SOUTH ANNEXATION CAPACITY SUMMARY

		Acres	Residential	Single Family	Multi-family	Non-Residential Acres
	South Annexation 1 (362 acre)					
1	PR-4	58.951	118	118		
2	6 UPA condos	17	100		100	
3	R-4	217.98	436	436		
4	Commercial or Industrial	68.1	0			68.1
	Subtotal	**362**	**654**	**554**	**100**	**68.1**
	South Annexation (365 acre)*					
1	Senior living	8.72	0			8.72
2	Central Business	50.37	0			50.37
3	Industrial	57.94	0			57.94
4	Industrial	9.152	0			9.152
5	Industrial	2	0			2
6	R-10/6 UPA condos	50.9079	102		102	
7	Industrial	100.1	0			
8	Industrial	4.09	0			4.09
9	AG rural	7.142	0			
10	2.9 UPA	73.36	214	214		
11	Cemetery	1.5	0			
	Subtotal	**365**	**316**	**214**	**102**	**132**
	South Annexations Grand Total	**727**	**970**	**768**	**202**	**200**

*The annexation survey shows 387+ acres total , however, Franklin County GIS data shows 365 acres and when the individual area of parcels on the Survey Prepared by : R.D. Zande & Associates are added up they do not equal 387 acres. MDC believes there is a discrepancy between the survey and the Franklin County Auditor Data available in a GIS format. Because we can only verify the GIS data for this analysis that is the information which was used.

Appendix B: Historic Growth Trends

Population Growth

Tables 1a and 1b illustrate growth rates by percentage. Table 1a shows the growth rate as calculated from estimates published by the US Census Bureau for July 1st of each year from 1990 to 2003. It is not known if the numbers in the 1990s were adjusted once the 2000 census was completed. Table 1b shows the population estimates for each year based on MORPC estimates which are calculated by estimating population growth based on new housing starts. The time of year the numbers are reported is unknown. The 2005 number is an estimated provided to the consultant by the City of Pickerington for January 1, 2005, based on new housing starts.

TABLE 1: HISTORIC POPULATION ESTIMATES

Table 1a: US Census Estimates (July 1 of each year)

1-Jul	Population	Numeric Change	% Change
1980	3917		
1990	5,795	1,878	47.94%
1991	6,711	916	15.80%
1992	7,347	636	9.50%
1993	7,900	553	7.50%
1994	8,296	396	5.00%
1995	8,638	342	4.10%
1996	8,817	179	2.10%
1997	9,002	185	2.10%
1998	9,246	244	2.70%
1999	9,521	275	3.00%
2000	9,771	250	2.60%
2001	10,247	476	4.90%
2002	10,970	723	7.10%
2003	12,627	1,657	15.10%
2004	NA		
2005	NA		

All estimates are July 1 estimates of the given year. Except 1980 which is the official decennial census number.

Table 1b: MORPC Estimates

	Population	Numeric Change	% Change
1980	3,917		
1990	5,668	1,751	44.70%
1991	NA		
1992	NA		
1993	6,694	1,026	18.10%
1994	7,038	344	5.10%
1995	7,400	362	5.10%
1996	7,536	136	1.80%
1997	7,744	208	2.80%
1998	7,895	152	2.00%
1999	8,035	140	1.80%
2000	9,792	1,757	21.90%
2001	10,171	379	3.90%
2002	10,452	281	2.80%
2003	11,260	808	7.70%
2004	12,159	899	8.00%
***2005**	13,066	907	7.50%

Date of estimate unknown for MORPC numbers.

*January 1, estimate by City of Pickerington

Average Annual Population Growth

Table 2 below shows the average annual rate of growth for different periods of time between 1980 and 2005 based on the annual population estimates presented in Table 1 above. There is a significant difference in the rates from the census estimates to the locally derived MORPC numbers.

TABLE 2 PICKERINGTON AVERAGE ANNUAL GROWTH RATES (CENSUS)

	Base Year Population (P)	Final Year Population (F)	Years in Period (n)	Average Annual Rate (i)	Numeric Population Change	% Increase
1980-1990	3,917	5,668	10	3.76%	1,751	45%
1990-2000	5,668	9,771	10	5.60%	4,103	72%
1980-2000	3,917	9,771	20	4.68%	5,854	149%
1980-2005	3,917	NA	25	NA	NA	NA
1990-2005	5,668	NA	15	NA	NA	NA
1995-2000	8,638	9,771	5	2.50%	1,133	13%
1995-2005	8,638	13,066	10	4.23%	4,428	51%
1990-1995	5,668	8,638	5	8.79%	2,970	52%
2000-2005	9,771	NA	5	NA	NA	NA
1998-2005	9,246	NA	7	NA	NA	NA

Pickerington Average Annual Population Growth Rates (MORPC)

	Base Year Population (P)	Final Year Population (F)	Years in Period (n)	Average Annual Rate (i)	Numeric Population Change	% Increase
1980-1990	3,917	5,668	10	3.76%	1,751	45%
1990-2000	5,668	9,792	10	5.62%	4,124	73%
1980-2000	3,917	9,792	20	4.69%	5,875	150%
1980-2005	3,917	13,066	25	4.94%	9,149	234%
1990-2005	5,668	13,066	15	5.73%	7,398	131%
1995-2000	7,400	9,771	5	5.72%	2,371	32%
1995-2005	7,400	13,066	10	5.85%	5,666	77%
1990-1995	5,668	7,400	5	5.48%	1,732	31%
2000-2005	9,792	13,066	5	5.94%	3,274	33%
1998-2005	7,895	13,066	7	7.46%	5,171	65%

i=(F/P)^(1/n)-1 is the equation used to calculate the average annual growth rate (i)

Source: US. Census Estimates and MORPC Estimates 1990-2003.

Comparison of Pickerington's Population Growth Rate to Others in MORPC Region

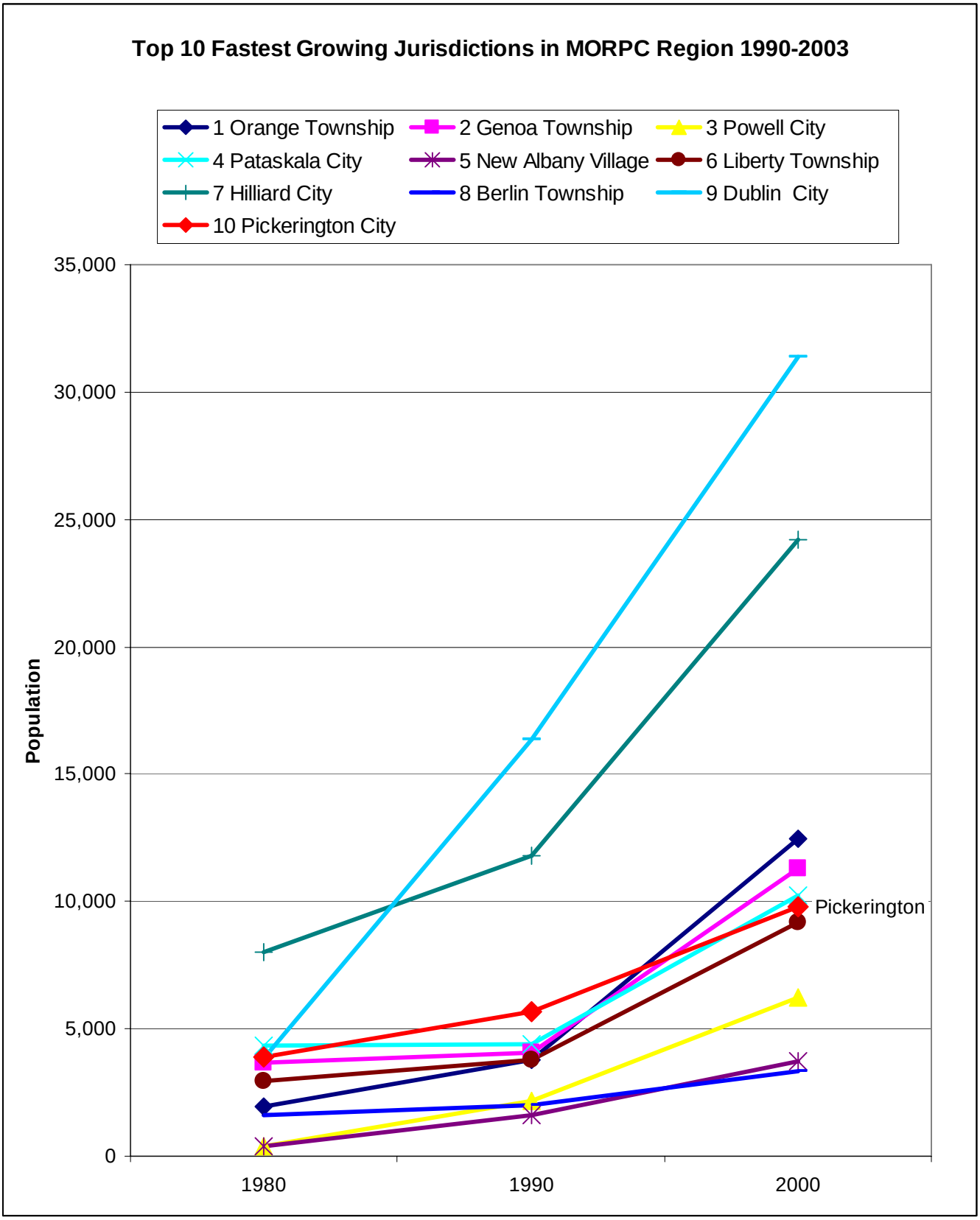
Based on MORPC Population estimates for the jurisdictions within the MORPC region, MDC has ranked the fastest growing communities (population growth rate) from 1990 to 2003. Data for the other jurisdictions was not available for 2004 and 2005. Pickerington is growing at a rate 10th fastest in the region during this period.

TABLE 3: FASTEST GROWING JURISDICTIONS IN MORPC REGION (1990-2003)

			Population				Annual Growth Rates					
	Community	Type	1980	1990	2000	2003	1990-2003	2000-2003	1980-1990	1990-2000	1980-2000	1980-2003
1	Orange	Township	1,941	3,789	12,464	14,154	11.57%	8.08%	6.92%	12.65%	9.74%	9.02%
2	Genoa	Township	3,678	4,053	11,293	12,653	10.98%	11.60%	0.98%	10.79%	5.77%	5.52%
3	Powell	City	387	2,154	6,247	6,910	9.48%	3.84%	18.73%	11.24%	14.92%	13.35%
4	Pataskala	City	4,343	4,398	10,249	11,083	8.82%	8.80%	0.13%	8.83%	4.39%	4.16%
5	New Albany	Village	409	1,621	3,711	4,131	8.49%	8.00%	14.76%	8.64%	11.66%	10.58%
6	Liberty	Township	2,938	3,790	9,182	9,961	8.40%	5.59%	2.58%	9.25%	5.86%	5.45%
7	Hilliard	City	8,008	11,796	24,230	24,969	6.27%	2.37%	3.95%	7.46%	5.69%	5.07%
8	Berlin	Township	1,625	1,978	3,313	3,585	6.14%	9.03%	1.99%	5.29%	3.63%	3.50%
9	Dublin	City	3,855	16,366	31,392	35,523	6.14%	4.21%	15.56%	6.73%	11.06%	10.14%
10	***Pickerington***	***City***	***3,917***	***5,668***	***9,792***	***10,171***	***5.42%***	***4.77%***	***3.76%***	***5.62%***	***4.69%***	***4.24%***
11	Canal Winchester	Village	2,749	2,617	4,478	4,824	5.34%	4.73%	-0.49%	5.52%	2.47%	2.48%
12	Marysville	City	7,414	9,656	15,942	16,702	4.63%	2.93%	2.68%	5.14%	3.90%	3.59%
13	Concord	Township	2,766	3,363	4,088	4,367	4.34%	12.62%	1.97%	1.97%	1.97%	2.01%
14	Kingston	Township	959	1,136	1,603	1,695	3.70%	4.34%	1.71%	3.50%	2.60%	2.51%
15	Grove City	City	16,793	19,661	27,075	29,923	3.48%	4.25%	1.59%	3.25%	2.42%	2.54%
16	Groveport	Village	3,286	2,948	3,865	3,952	2.99%	3.80%	-1.08%	2.75%	0.81%	0.81%
17	Reynoldsburg	City	22,777	28,169	39,085	39,457	2.87%	1.36%	2.15%	3.33%	2.74%	2.42%
18	Delaware City	City	18,780	20,030	25,243	27,188	2.81%	4.38%	0.65%	2.34%	1.49%	1.62%
19	Violet	Township	8,645	12,968	16,893	17,212	2.50%	1.90%	4.14%	2.68%	3.41%	3.04%

Source: MORPC.

The chart on the following page illustrates the 10 fastest growing communities (by rate of annual population growth from 1990-2003). The growth is shown from 1980 to 2000.



Source: Table 3.

Dwelling Unit Growth Rates

As a point of comparison, MDC examined the growth rate based on the increase in dwelling units. Table 4a and 4b below show the annual growth rates for Pickerington based on increase in dwelling units. Table 4a uses the 2000 Census 100% count number of 3,573 dwelling units as the 2000 number to which housing starts were added. Table 4b uses the 2000 Census Long Form Sample count of 3,608 dwelling units as the 2000 number (this is the statistic used by TischlerBise in the Demographic Estimates and Development Projections Memo, because it allowed the housing units to be broken down by type).

Table 4a: Dwelling Unit Estimates Short Form (100% count) 2000 Census

	Dwelling Units	Numeric Change	% Change
***1980**	1,244		
1990	2,159	915	73.55%
1991	NA	NA	NA
1992	NA	NA	NA
1993	2,505	NA	NA
1994	2,639	134	5.35%
1995	2,762	123	4.65%
1996	2,807	45	1.62%
1997	2,877	70	2.51%
1998	2,928	51	1.79%
1999	2,981	53	1.80%
***2000**	3,573	592	19.85%
****2001**	3,718	145	4.06%
****2002**	4,028	310	8.34%
****2003**	4,695	667	16.56%
****2004**	5,320	625	13.31%
****2005**	5,664	344	6.47%

* Census Number 100% survey, April 1st of Survey year.

** Estimate for January 1st of Year based on local permit activity.

Table 4b: Dwelling Unit Estimates Long Form (sample) 2000 Census

	Dwelling Units	Numeric Change	% Change
***1980**	1,244		
1990	2,159	915	73.55%
1991	NA	NA	NA
1992	NA	NA	NA
1993	2,505	NA	NA
1994	2,639	134	5.35%
1995	2,762	123	4.65%
1996	2,807	45	1.62%
1997	2,877	70	2.51%
1998	2,928	51	1.79%
1999	2,981	53	1.80%
***2000**	3,608	627	21.03%
****2001**	3,753	145	4.02%
****2002**	4,063	310	8.26%
****2003**	4,730	667	16.42%
****2004**	5,355	625	13.21%
****2005**	5,699	344	6.42%

* Census Number Sample (STF3), April 1st of Survey year.

** Estimate for January 1st of Year based on local permit activity.

Comparison of Various Growth Rates

Table 5 below is a comparison of the different derived annual growth rates calculated by MDC based on population and housing unit growth estimates. See Tables 1 and 4 for sources.

TABLE 5: VARIOUS PICKERINGTON GROWTH RATE CALCULATIONS

	US. Census Population Estimates (July 1 of each year)	MORPC Population Estimates	Dwelling Units using 100% STF1 Census from 2000	Dwelling Units using Sample (long form) STF3 Census from 2000
1980				
1990	47.94%	44.70%	73.55%	73.55%
1991	15.80%		NA	NA
1992	9.50%		NA	NA
1993	7.50%	18.10%	NA	NA
1994	5.00%	5.10%	5.35%	5.35%
1995	4.10%	5.10%	4.65%	4.65%
1996	2.10%	1.80%	1.62%	1.62%
1997	2.10%	2.80%	2.51%	2.51%
1998	2.70%	2.00%	1.79%	1.79%
1999	3.00%	1.80%	1.80%	1.80%
2000	2.60%	21.90%	19.85%	21.03%
2001	4.90%	3.90%	4.06%	4.02%
2002	7.10%	2.80%	8.34%	8.26%
2003	15.10%	7.70%	16.56%	16.42%
2004		8.00%	13.31%	13.21%
2005		7.50%	6.47%	6.42%

Appendix C: Cost of Land Use Study: Fiscal Results

Cost of Land Use Study:

Fiscal Results

Prepared for:

City of Pickerington, Ohio

Prepared by:

TischlerBise
Fiscal, Economic & Planning Consultants

Table of Contents

Background

TischlerBise is under contract with the City of Pickerington to conduct a Cost of Land Use Study to evaluate the fiscal impact of new residential and nonresidential development. This analysis utilizes a "snapshot" approach to determine the costs and revenues for various land use prototypes in order to understand the impacts each land use has independently on the City's operating and capital budgets. The net fiscal impacts for the residential and nonresidential prototypes are determined by subtracting costs necessary to serve each land use from the revenues generated by each land use.

This document reflects cost and revenue factors that will be used. These costs and revenue factors have been determined based on the FY2005 budget and capital levels-of-service in the City's Impact Fee Study. To derive an accurate assessment of costs, revenues, and service levels, TischlerBise interviewed City staff and reviewed the current budget and other financial and socio-economic data. This document describes the results of this research and summarizes the methodology and supporting rationale that will be used to determine the cost and revenue impacts for each of the twelve prototypes (6 residential land uses, 6 nonresidential land uses). These prototype land uses were developed by City staff with input from TischlerBise and McBrideDale. These prototype land uses are meant to represent *future* types of development that the City may expect.

The supporting data used in the study is outlined in the accompanying document titled *"Level-of-Service (LOS) Data"*. It includes detailed descriptions of the residential and nonresidential prototypes and the cost and revenue factors and methodologies used to calculate the net fiscal results.

This analysis does not measure or project the City's *overall* fiscal condition. It only looks at *new growth's impact* on the City's finances and the order of magnitude of its impact. New growth is only one of several dynamic factors that affect the City's finances. Some of the other factors include changes in the local, state, and national economies, the fiscal condition of the State of Ohio, interest rates, and changes in the City's existing development base.

This analysis examines the direct fiscal impacts of the various land uses on the City's fiscal condition. It does attempt to measure any secondary impacts from these land uses such as the impact of new jobs or increased economic activity.

Note: Columns in the tables may not add up exactly due to rounding.

EXPLANATION OF SCENARIOS

Income taxes are the largest revenue source the City receives, totaling $3,407,630 and representing 58% of total General Fund revenues. The City levies an income tax of 1% on all income earned within the City as well as on incomes of residents earned outside the City. In the latter case, the City allows a credit of 50% of the tax paid to another municipality, not to exceed the amount owed. Employers within the City are required to withhold income tax on employee earnings and remit the tax to the City.

As a result, a differentiation among the *residential prototypes* must be made between those who live in and work in Pickerington and those who live in Pickerington, but work somewhere else. For the purposes of this analysis, the fiscal results are labeled as:

Scenario 1 – Lives in Pickerington, Works in Pickerington.

Scenario 2 – Lives in Pickerington, Works Elsewhere.

The difference between these scenarios is that under Scenario 1, the residential prototypes receive no proceeds from income taxes because the nonresidential prototype where the person(s) works receives the credit for income tax revenue. To count it for both the residential and nonresidential prototypes would be "double dipping". Under Scenario 2, the residential prototypes reflect proceeds for income taxes at the .5% rate since the job is located outside of the City.

TischlerBise developed a weighted average of the two scenarios to reflect the likelihood of whether future residential development would fall under Scenario 1 or 2. This weighted average of the two scenarios is based on commuting patterns in Pickerington from Table P27, Summary File 3 of the 2000 Census. This data indicates that 14% of the workers in Pickerington also lived in Pickerington (i.e. Scenario 1). The remaining 86% of workers in Pickerington work outside of Pickerington (i.e. Scenario 2). This indicates that future residential development is more likely to fall under Scenario 2 than Scenario 1.

Summary Results

The summary results for Scenarios 1 and 2 are shown in Figure 1 below. Under Scenario 1, all six of the residential land uses generate annual net deficits. Two of the six residential prototypes (.2 units/acre and 6 units/acre) generates annual net surpluses to the City under Scenario 2.

Five of the six nonresidential prototypes generate net annual surpluses to the City under both scenarios.

Figure 1: Summary Fiscal Results

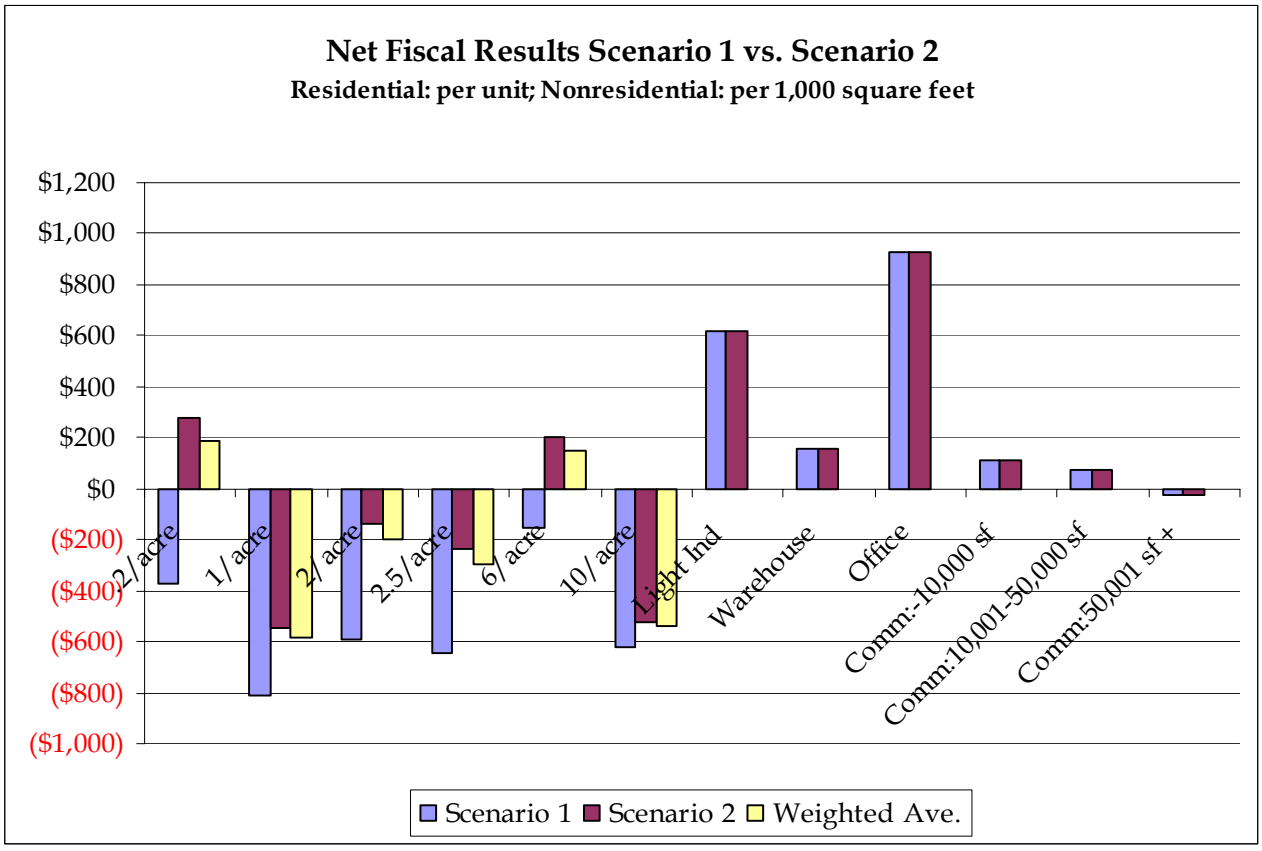


Figure 2 shows the summary fiscal results for the residential land uses. The net annual deficits under Scenario 1 for the residential prototypes range from the lowest net annual deficit of -$156 per unit for 6 units/acre to the highest net annual deficit of -$808 per unit for 1 unit/acre. Under Scenario 2, the net annual results for the residential prototypes range from a net annual surplus of $279 per unit for the for .2 units/acre to the highest net annual deficit of -$550 per unit for 1 unit/acre.

Figure 2: Summary Fiscal Results for Residential Land Uses

	Residential (per unit)					
OVERALL FISCAL RESULTS	.2 units acre	1 unit/ acre	2 units/ acre	2.5 units/ acre	6 units/ acre	10 units/ acre
Scenario 1	($375)	($808)	($591)	($646)	($156)	($622)
Scenario 2	$279	($550)	($135)	($240)	$198	($527)
Weighted Ave.	$188	($586)	($199)	($297)	$149	($540)

The net annual fiscal results for the nonresidential prototypes are the same under the two scenarios. The Office prototype generates the highest annual surplus at $924 per 1,000 square feet. The Commercial > 50,001 Square Foot prototype generates the worst results of the nonresidential prototypes with an annual deficit of -$26 per 1,000 square feet.

Figure 3: Summary Fiscal Results for Nonresidential Land Uses

	Nonresidential (per 1,000 sf)					
OVERALL FISCAL RESULTS	Light Industrial	Warehouse	Office	Commercial: < 10,000 sf	Commercial: 10,001-50,000 sf	Commercial > 50,001 sf
Scenario 1	$616	$155	$924	$110	$70	($26)
Scenario 2	$616	$155	$924	$110	$70	($26)

The ranking of the prototypes by fiscal result is as follows (from best to worst):

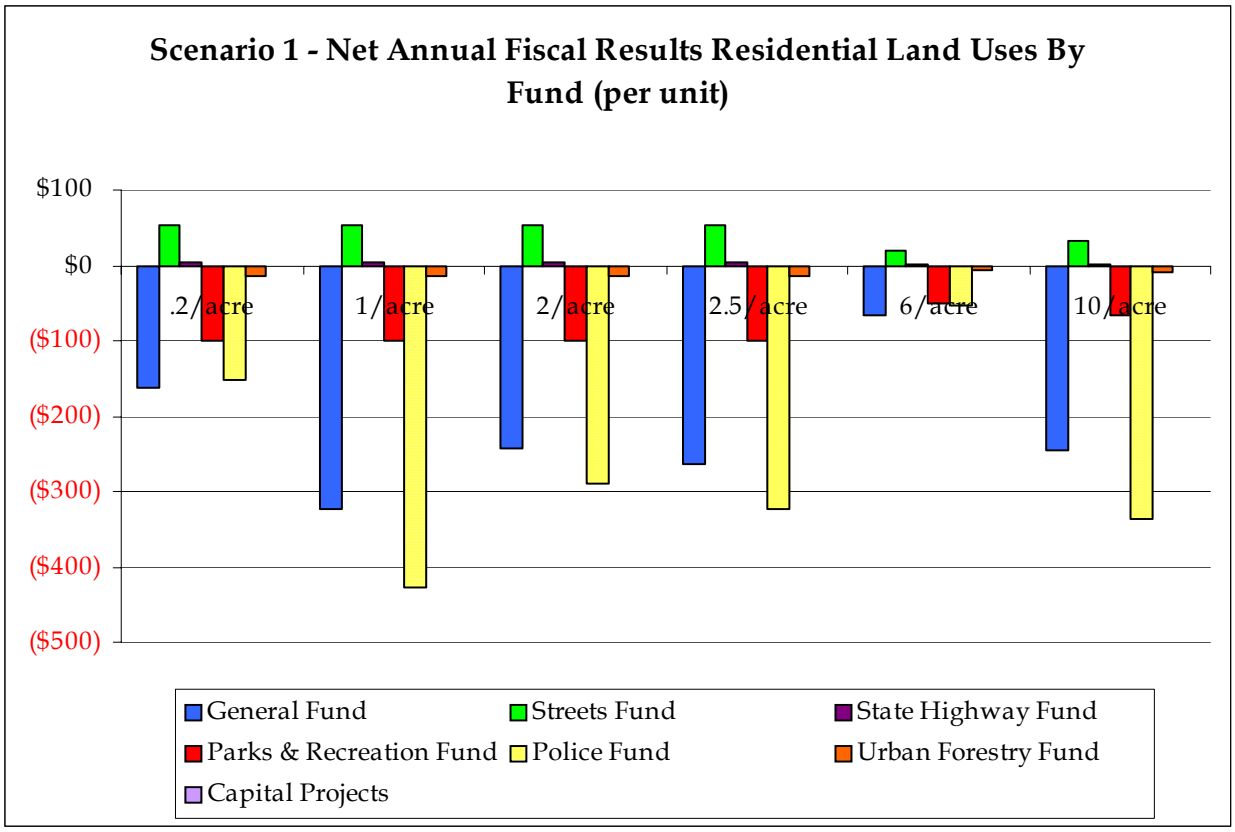
Figure 4: Ranking of Land Use Prototypes by Fiscal Result

Land Use	Scenario 1 Fiscal Results
Office	$924
Light Industrial	$616
Warehouse	$155
Commercial: less than 10,000 sf	$110
Commercial: less than 10,001 - 50,000 sf	$70
Commercial: more than 50,001 sf	($26)
6 units/acre	($156)
.2 units/acre	($375)
2 units/acre	($591)
10 units/acre	($622)
2.5 units/acre	($646)
1 unit/acre	($808)

Land Use	Scenario 2 Fiscal Results
Office	$924
Light Industrial	$616
.2 units/acre	$279
6 units/acre	$198
Warehouse	$155
Commercial: less than 10,000 sf	$110
Commercial: less than 10,001 - 50,000 sf	$70
Commercial: more than 50,001 sf	($26)
2 units/acre	($135)
2.5 units/acre	($240)
10 units/acre	($527)
1 unit/acre	($550)

The chart below shows the net fiscal results of the residential prototypes under Scenario 1 by fund. The General Fund, Parks & Recreation Fund, and Police Fund are the primary sources of annual deficits for all of the residential prototypes. The surpluses in the Streets and State Highway Funds is the result of the funding formulas which are weighted toward residential vehicle registrations.

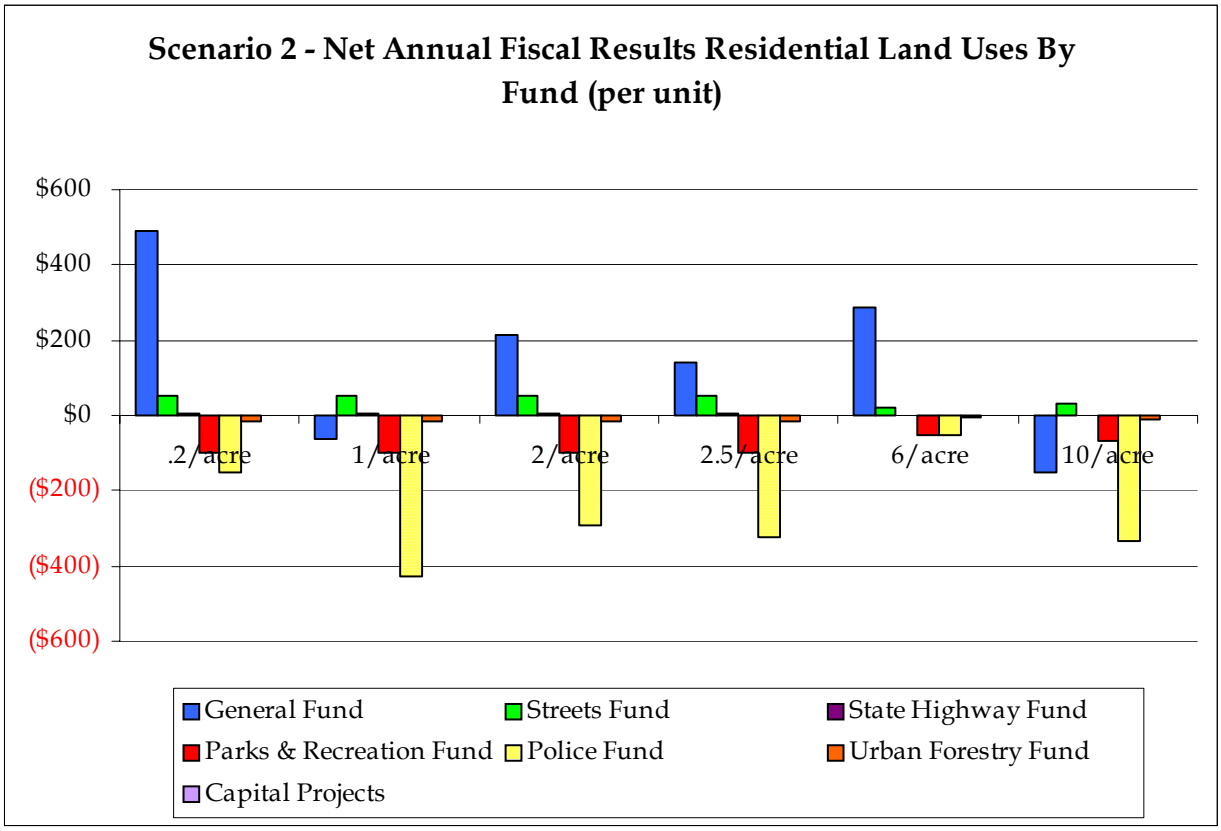
Figure 5: Summary Fiscal Results by Fund for Residential Land Uses – Scenario 1



The chart below shows the net fiscal results of the residential prototypes under Scenario 2 by fund. As mentioned above, the difference between these scenarios is that under Scenario 1, the residential prototypes receive no proceeds from income tax revenue because the nonresidential prototype where the person(s) works receives the credit for income tax revenue. To count it for both the residential and nonresidential prototypes would be "double dipping". Under Scenario 2, the residential prototypes receive credit for income taxes at the .5% rate since the job is located outside of the City.

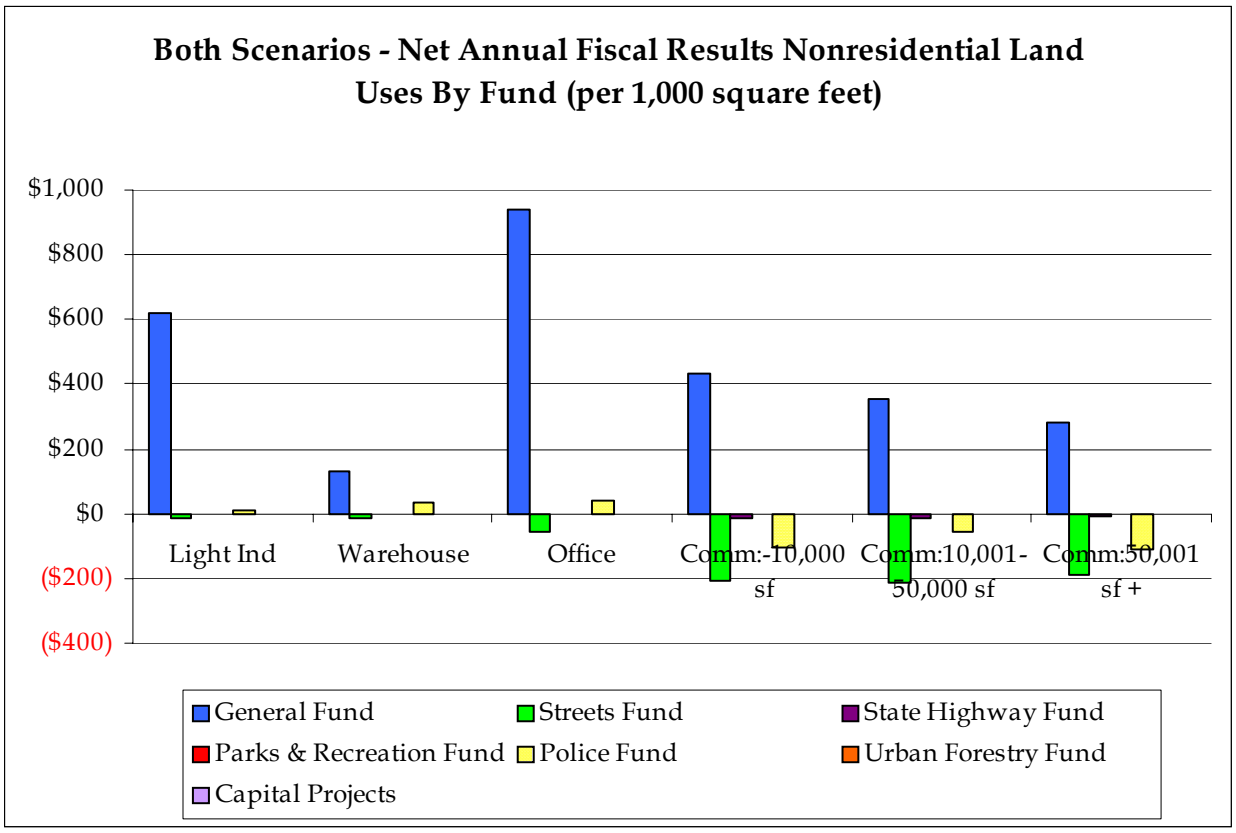
Under Scenario 2, the General Fund results are better than the General Fund results in Scenario 1. The results for the Special Revenue Funds are the same under both scenarios.

Figure 6: Summary Fiscal Results by Fund for Residential Land Uses – Scenario 2



The nonresidential results are the same under both scenarios for all funds. The chart below shows the net fiscal results of the nonresidential prototypes fund. The positive results in the General Fund account for the overall positive results for five of the six nonresidential land use prototypes. The nonresidential land uses do not generate revenues nor demand for services and programs in the Parks & Recreation and Urban Forestry Funds thus there are no results shown for these funds.

Figure 7: Summary Fiscal Results by Fund for Nonresidential Land Uses – Scenario 2



Reasons for the Results

REVENUES

In the General Fund, the significant difference between the scenarios and among the prototypes in is income tax revenue. The scenarios illustrate the importance of the location of employment, average annual income per household or job and subsequent income taxes.

The second most important revenue source for the residential and nonresidential prototypes is real property taxes. This is a major revenue source for two of the City's funds (General Fund and Police Fund) which highlight the importance of average assessed value and subsequent real property taxes.

The table below illustrates the correlation between the assessed values, incomes per household/job, and fiscal results:

Figure 8: Correlation between Assessed Values, Incomes, and Fiscal Results

RESIDENTIAL (per unit)

Land Use	Assessed Value	Household Income	Scenario 1 General Fund Results	Scenario 2 General Fund Results
6 units/acre	$61,950	$70,800	($156)	$198
.2 units/acre	$114,450	$130,800	($375)	$279
2 units/acre	$79,800	$91,200	($591)	($135)
10 units/acre	$15,750	$19,000	($622)	($527)
2.5 units/acre	$71,050	$81,200	($646)	($240)
1 unit/acre	$45,150	$51,600	($808)	($550)

NONRESIDENTIAL (data are per 1,000 sf)

Land Use	Assessed Value	Ave. Income per Job	Scenario 1 General Fund Results
Office	$35,700	$34,000	$924
Light Industrial	$11,900	$39,000	$616
Warehouse	$15,050	$21,000	$155
Commercial: less than 10,000 sf	$40,950	$22,000	$110
Commercial: less than 10,001 - 50,000 s	$50,750	$22,000	$70
Commercial: more than 50,001 sf	$31,500	$22,000	($26)

The City offsets the costs and services of several of its departments and funds with revenues from Charges for Services, Licenses, and Permits. These revenues are applied against the expenditures of the department or fund which provides the services.

The residential prototypes receive credit for generating revenues from the Liquor/Cigarette Tax and Cable Tax.

The residential prototypes generate the majority of revenues in the Streets Fund and State Highway Fund, specifically the Intergovernmental State Sources and Local Taxes – Permissive. This is the result of the these revenues being based on motor vehicle registration, the majority of which are residential (92% residential, 8% nonresidential in Fairfield County).

The City recently adopted impact fees which ensure that the capital needs of new residential and nonresidential development are fully funded.

EXPENDITURES

Because of the average cost approach utilized in a cost of land use study, the majority of costs for the residential prototypes are driven by average household size and vehicle trip generation rates. As a result, The Single Family prototypes (.2 units/acre, 1 unit/acre, 2 units/acre, 2.5 units/acre) generate the greatest costs, followed by the 6 units/acre and 10 units/acre prototypes.

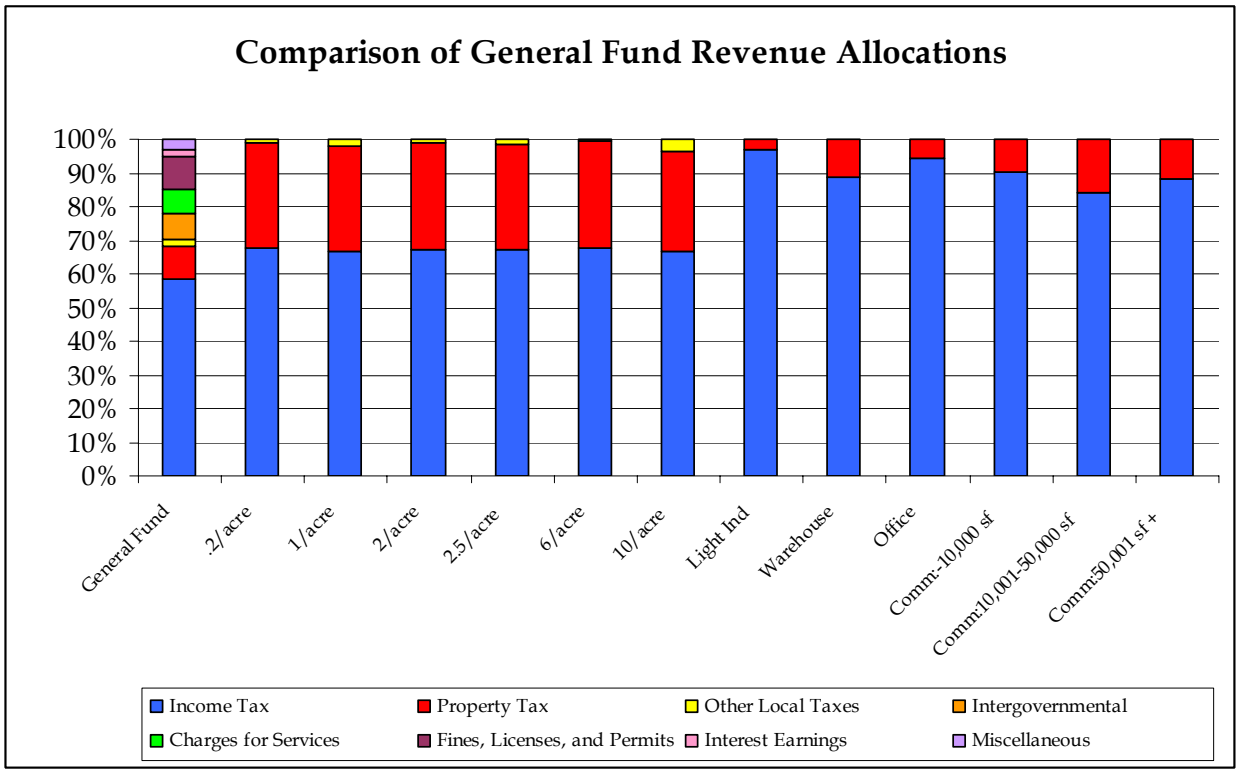
For the nonresidential prototypes, employment densities per 1,000 square feet and vehicle trip generation rates per 1,000 square feet drive the costs. As a result, the Commercial prototypes generate greater costs than the Office prototype, which generates greater costs than the Light Industrial and Warehouse prototypes.

Conclusions & Recommendations

Based on the results, the following conclusions can be made:

The results illustrate the City's reliance on income and real property taxes to fund its operations. These taxes comprise approximately 68% of the FY2005 General Fund revenue and 37% of the Police Fund revenue. However, the cost of land use analysis shows an even greater reliance on these taxes. This is illustrated in Figure 9 below. The total General Fund is shown at the left of the graph

Figure 9: Comparison of General Fund Revenue Allocation By Land Use



The City offsets the costs and services of several of its departments and funds with revenues from Charges for Services, Licenses, and Permits. The City should review these rates on an annual basis and revise these amounts to ensure that they reflect the City's cost to provide the reciprocal services. The City could also adopt a policy which states that these revenues should fund a certain percentage of the department's or fund's annual budget.

Several of the City's revenues cannot be attributed as growth-related revenues and are not factors in this analysis. The most notable of these fixed revenues are:

- Motel Tax - these revenues are generated by this land use which was not included in this analysis;

- Intergovernmental – these revenues are dependent upon the fiscal health and decisions made at the state and federal levels;

- Sale of Property – these types of revenues are the result of one-time events and are not considered to be related to new development;

- Carry Forward from Previous Fiscal Year – these revenues are the result of events that occurred in the previous fiscal year and are not related to new development.

These fixed revenues have resulted in the City being able to achieve a "higher" level of service for its services and programs than can be supported by its revenues.

One of the primary reasons for the positive results of the nonresidential land uses are their low Police costs as a result of creating only 10% of the demand for these services.

The fiscal results of the capital projects funds are attributable to the City's having adopted impact fees. The City has ensured that new growth pays for its proportionate share of its demand for additional capital facilities and infrastructure.

In order to achieve fiscal balance, the fiscal results emphasize the need for the City to achieve balance between residential and nonresidential land uses. This point is illustrated in the next section of the report.

It is important to acknowledge that fiscal issues are only one concern when evaluating land uses. Non-fiscal issues such as the environment, housing affordability, jobs/housing balance and quality of life must also be considered. The emphasis should be on achieving an appropriate mix of land uses.

Balance of Land Uses Example

The results of the cost of land use study emphasize the need for the City to achieve balance between residential and nonresidential land uses in order to achieve fiscal balance. This balance of land uses is illustrated below using two sets of development projections.

The two sets of base development forecasts contain both residential and nonresidential projections for which the fiscal results are calculated. TischlerBise then calculated a "break even" analysis of land uses needed to make the base development forecasts fiscally neutral to the City.

Both sets of residential development projections assume 200 housing units annually over the next 5 years, for a total of 1,000 housing units. The net fiscal results per unit for the residential land uses reflect the weighted average of Scenarios 1 and 2. The mix of residential land uses varies under each forecast. These variations and rationale are discussed below. The nonresidential projections of 388,173 square feet of commercial, office, and industrial/flex square footage for the next 5 years are taken from the City's Impact Fee Study prepared by TischlerBise. These projections are the most recent forecast of nonresidential development in the City.

DEVELOPMENT PROJECTIONS #1

BASE PROJECTIONS

The first set of residential development projections assumes that of 1,000 housing units will develop at 2 units/acre which is the maximum currently allowed by zoning. The nonresidential development projections are taken from the City's Impact Fee Study.

This set of base development projections generates a net deficit to the City of -$92,828.

Figure 10: Base Development Projections #1 - Total Fiscal Results

RESIDENTIAL COMPONENT

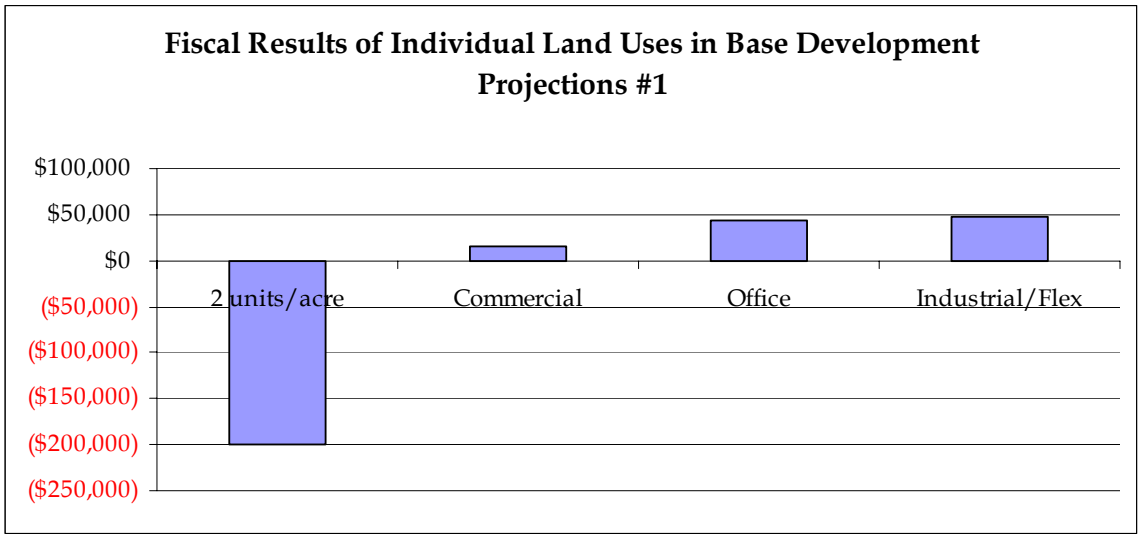
Land Use Prototype	*# of Units*	*Net Fiscal Results per Unit*	*Total Fiscal Results*
2 units/acre	1,000	($199)	($199,159)

NONRESIDENTIAL COMPONENT

Land Use Prototype	*# of Square Feet*	*Net Fiscal Results per 1,000 SF*	*Total Fiscal Results*
Commercial	213,251	$70	$15,026
Office	46,535	$924	$43,008
Industrial/Flex	78,387	$616	$48,298
SUBTOTAL	338,173		$106,331
		TOTAL FISCAL RESULTS	($92,828)

The graph below illustrates the fiscal impact of each residential and nonresidential land use listed in Figure 10 above.

Figure 11: Graph of Total Fiscal Results of Base Development Projections #1



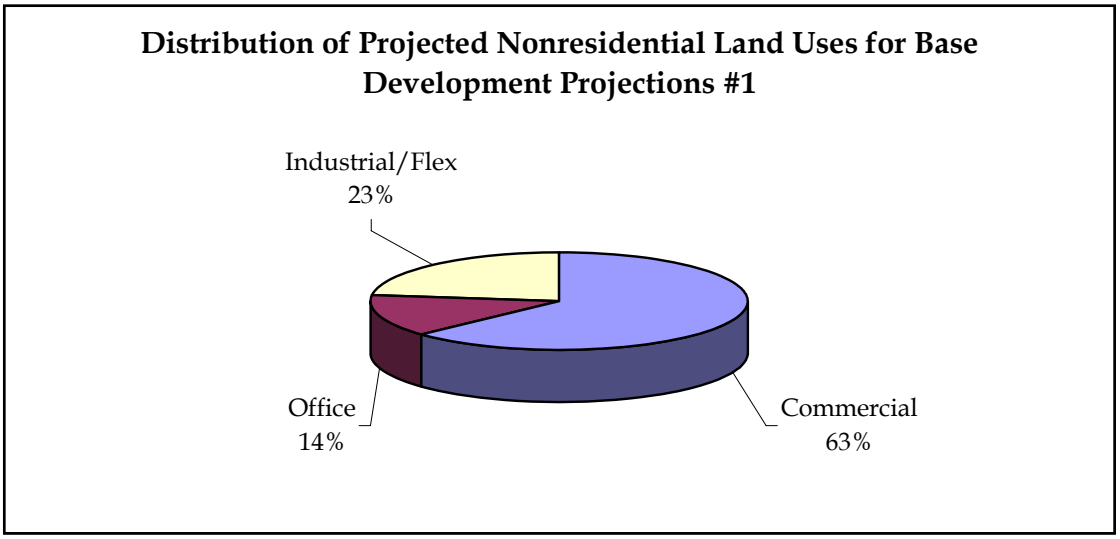
"BREAK EVEN" ANALYSIS

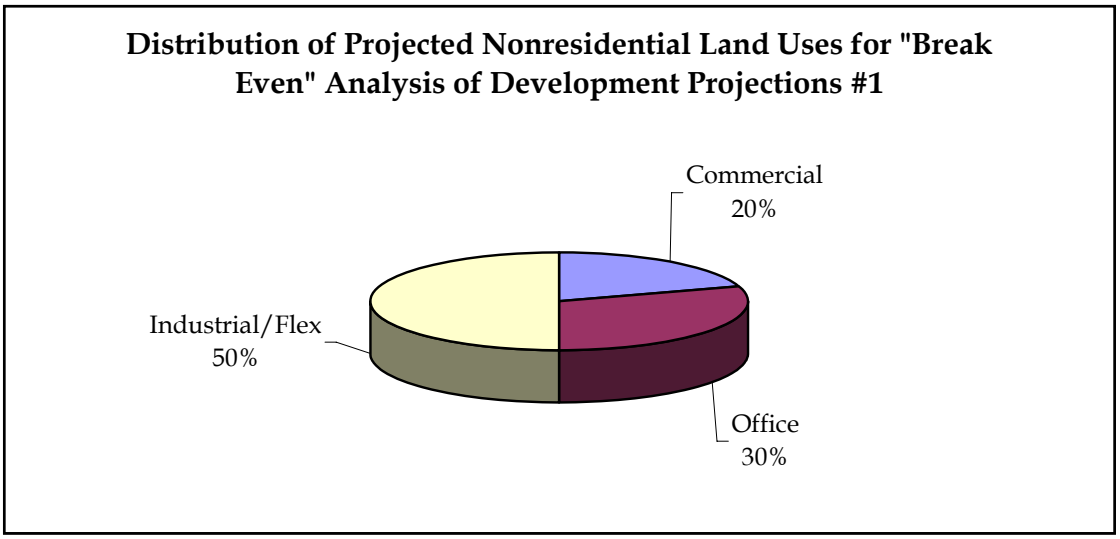
To produce the "break even" analysis, the residential development projections are held constant while the mix of nonresidential land uses is manipulated to determine net results that approximate fiscal neutrality to the City. To achieve the fiscal results shown at the bottom of the table below, the amount of projected commercial development square footage is reduced by while the amount of projected office and industrial flex development is increased. This reallocation of square footage away from commercial land use to office and industrial flex land uses improves the net fiscal results of the development projections since the net fiscal results of the office and industrial flex land uses are significantly higher than the commercial land use.

In the "break even" analysis, the projected amount of commercial development is decreased by approximately two-thirds while the projected amounts of office and industrial flex development are each increased by approximately twofold.

Figure 12 below compares the projected amount and type of nonresidential land uses in these two analyses.

Figure 12: Comparison of Projected Nonresidential Land Uses Base and "Break Even" Analyses for Development Projections #1





The "break even" analysis of Development Projections #1 generates a net surplus to the City of $3,551.

Figure 13: Development Projections #1 – "Break Even" Analysis

RESIDENTIAL COMPONENT

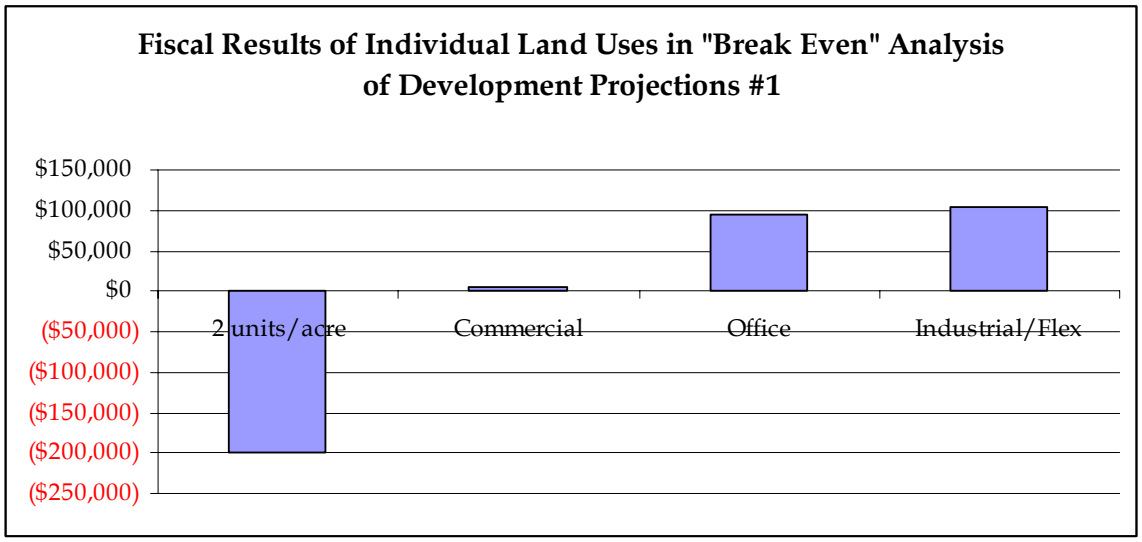
Land Use Prototype	*# of Units*	*Net Fiscal Results per Unit*	*Total Fiscal Results*
2 units/acre	1,000	($199)	($199,159)

NONRESIDENTIAL COMPONENT

Land Use Prototype	*# of Square Feet*	*Net Fiscal Results per 1,000 SF*	*Total Fiscal Results*
Commercial	67,635	$70	$4,766
Office	101,452	$924	$93,762
Industrial/Flex	169,087	$616	$104,182
SUBTOTAL	338,173		$202,709
		TOTAL FISCAL RESULTS	$3,551

The graph below illustrates the fiscal impact of each residential and nonresidential land use listed in Figure 13 above.

Figure 14: Graph of Total Fiscal Results of Development Projections #1 "Break Even" Analysis



DEVELOPMENT PROJECTIONS #2

BASE PROJECTIONS

The second set of residential development projections assumes that all 1,000 housing units will develop in line with the City's recent development pattern. Of the 1,000 housing units, 750 would develop at 2.5 units/acre, 130 units would develop at 6 units/acre, while the remaining 120 units would develop at 10 units/acre. The nonresidential development projections are taken from the City's Impact Fee Study.

This set of base development projections generates a net deficit to the City of -$161,779.

Figure 15: Base Development Projections #2 - Total Fiscal Results

RESIDENTIAL COMPONENT

Land Use Prototype	*# of Units*	*Net Fiscal Results per Unit*	*Total Fiscal Results*
2.5 Units/Acre	750	($297)	($222,602)
6 Units/Acre	130	$149	$19,344
10 Units/Acre	120	($540)	($64,851)
SUBTOTAL	1,000		($268,110)

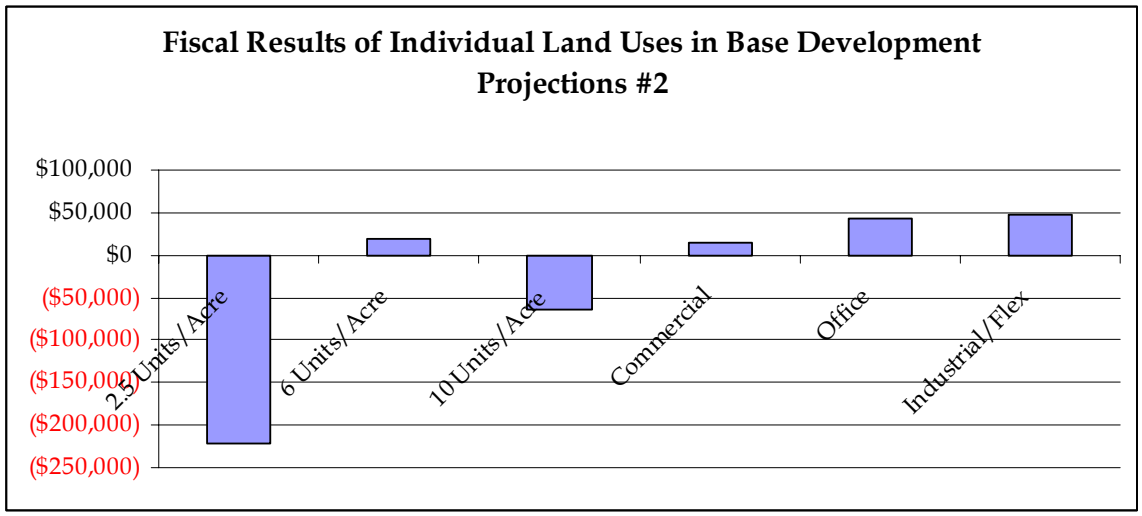
NONRESIDENTIAL COMPONENT

Land Use Prototype	*# of Square Feet*	*Net Fiscal Results per 1,000 SF*	*Total Fiscal Results*
Commercial	213,251	$70	$15,026
Office	46,535	$924	$43,008
Industrial/Flex	78,387	$616	$48,298
SUBTOTAL	338,173		$106,331

TOTAL FISCAL RESULTS ($161,779)

The graph below illustrates the fiscal impact of each residential and nonresidential land use listed in Figure 15 above.

Figure 16: Graph of Total Fiscal Results of Base Development Projections #2



The total fiscal results of Base Development Projections #1 (-$92,828) are better than the total fiscal results of Base Development Projections #2 (-$161,779). While both the total number of housing units (1,000 units) and amount of projected nonresidential development are the same in each analysis, it is the ***mix*** and ***amount*** of types of housing units that accounts for the different results. The housing units in Base Development Projections #1 have better net fiscal results (average fiscal results per unit of -$199 per unit) than the housing units in Base Development Projections #2 (average fiscal results per unit of -$268 per unit). This is shown in Figure 17 below.

Figure 17: Comparison of Residential Components Development Projections #1 & #2

BASE DEVELOPMENT PROJECTIONS #1
Residential Component

Land Use Prototype	*# of Units*	*Net Fiscal Results per Unit*	*Total Fiscal Results*	*Ave. Fiscal Results per Unit*
2 units/acre	1,000	($199)	($199,159)	($199)

BASE DEVELOPMENT PROJECTIONS #2
Residential Component

Land Use Prototype	*# of Units*	*Net Fiscal Results per Unit*	*Total Fiscal Results*	
2.5 Units/Acre	750	($297)	($222,602)	*Ave. Fiscal*
6 Units/Acre	130	$149	$19,344	*Results*
10 Units/Acre	120	($540)	($64,851)	*per Unit*
TOTAL	1,000		($268,110)	($268)

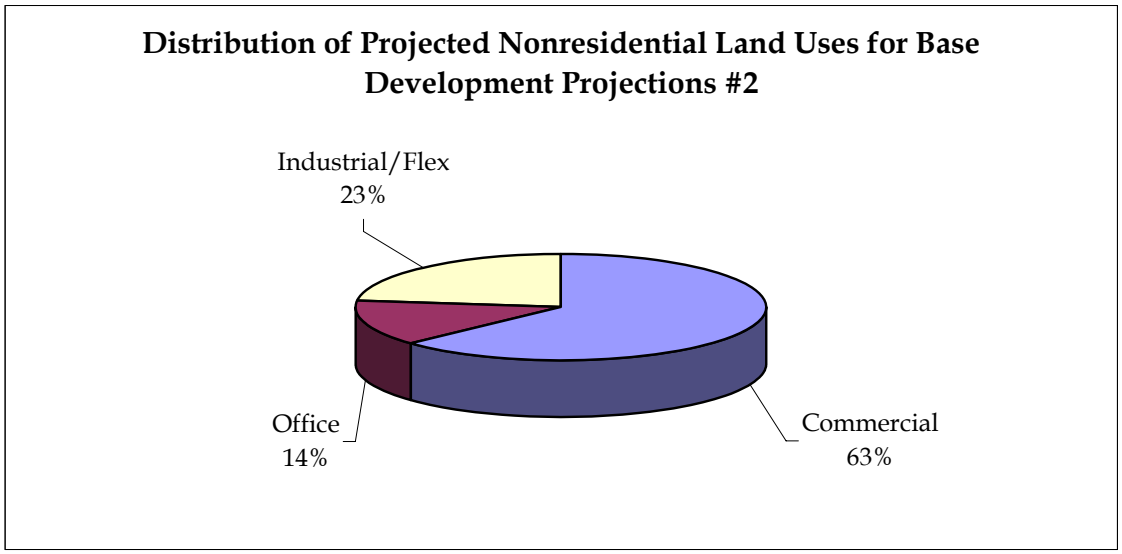
These results emphasize the importance of having an understanding of the net fiscal results of individual land uses and the fiscal impact of the mix of land uses.

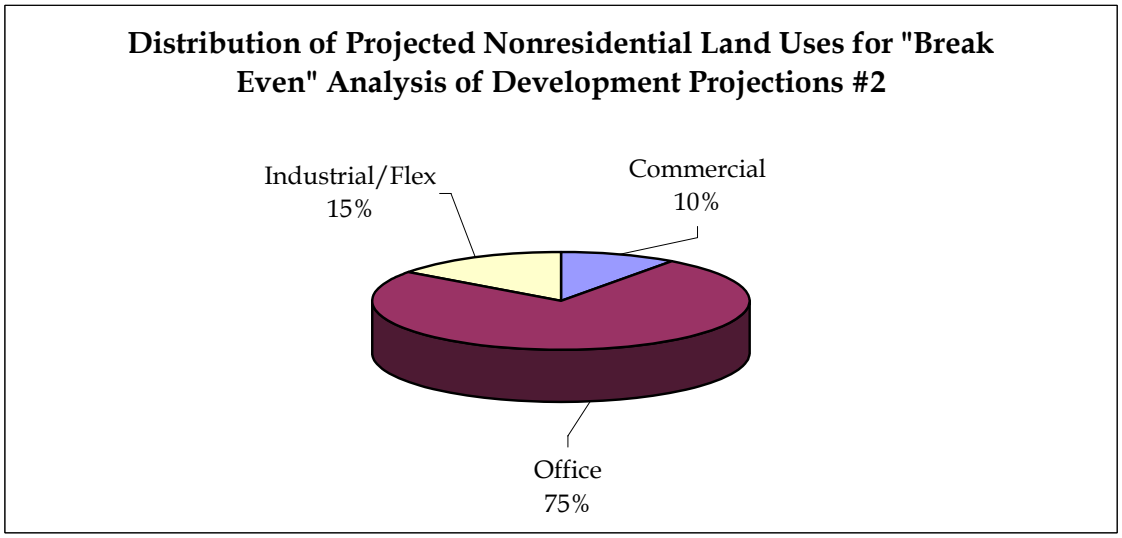
"BREAK EVEN" ANALYSIS

To produce the "break even" analysis of Base Development Projections #2, the residential development projections are held constant while the mix of nonresidential land uses is manipulated to determine net results that approximate fiscal neutrality to the City. To achieve the fiscal results shown at the bottom of the table below, the amount of projected commercial square footage and industrial/flex square footage are reduced while the amount of projected office development is increased. Similar to the "break even" analysis of the first set of development projections, this reallocation of square footage away from commercial and industrial/flex land uses to office land use improves the net fiscal results since the net fiscal results of the office land use are significantly higher.

Figure 18 below compares the projected amount and type of nonresidential land uses in the base and "break even" analyses. The lower fiscal results of Base Development Projections #2 compared to Base Development Projections #1 necessitates the need to reallocate more of the projected nonresidential land use to the office category since this land use has the best net fiscal results.

Figure 18: Comparison of Projected Nonresidential Land Uses Base and "Break Even" Analyses for Development Projections #2





The "break even" analysis of Development Projections #2 generates a net deficit to the City of -$68.

Figure 19: Development Projections #2 – Break Even Analysis

RESIDENTIAL COMPONENT

Land Use Prototype	*# of Units*	*Net Fiscal Results per Unit*	*Total Fiscal Results*
2.5 Units/Acre	750	($297)	($222,602)
6 Units/Acre	130	$149	$19,344
10 Units/Acre	120	($540)	($64,851)
SUBTOTAL	1,000		($268,110)

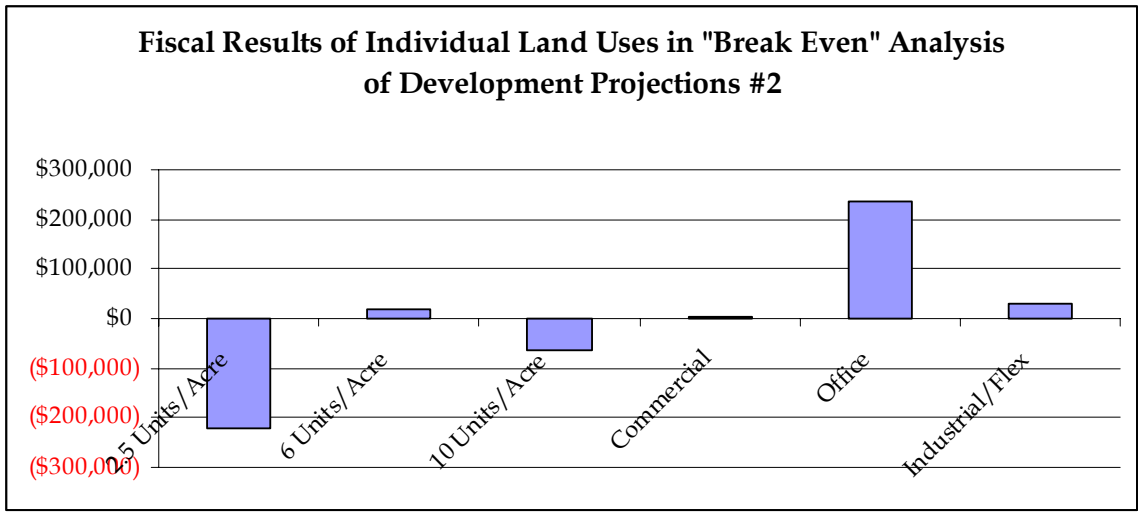
NONRESIDENTIAL COMPONENT

Land Use Prototype	*# of Square Feet*	*Net Fiscal Results per 1,000 SF*	*Total Fiscal Results*
Commercial	33,817	$70	$2,383
Office	253,630	$924	$234,404
Industrial/Flex	50,726	$616	$31,255
SUBTOTAL	338,173		$268,042

TOTAL FISCAL RESULTS	($68)

The graph below illustrates the fiscal impact of each residential and nonresidential land use listed in Figure 19 above.

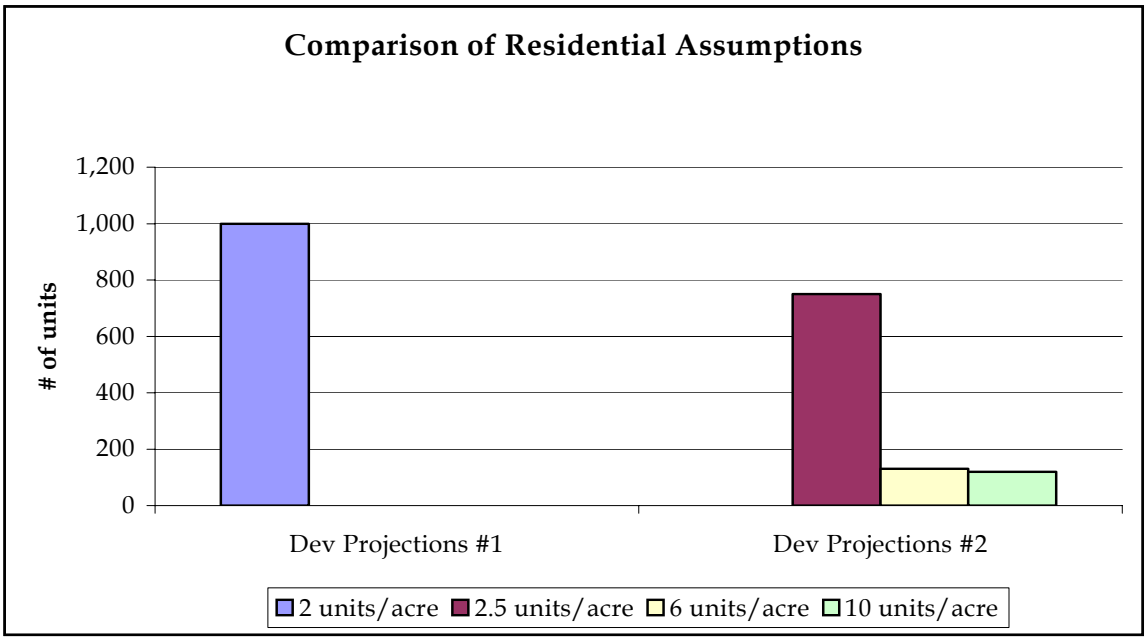
Figure 20: Graph of Total Fiscal Results of Development Projections #2 "Break Even" Analysis

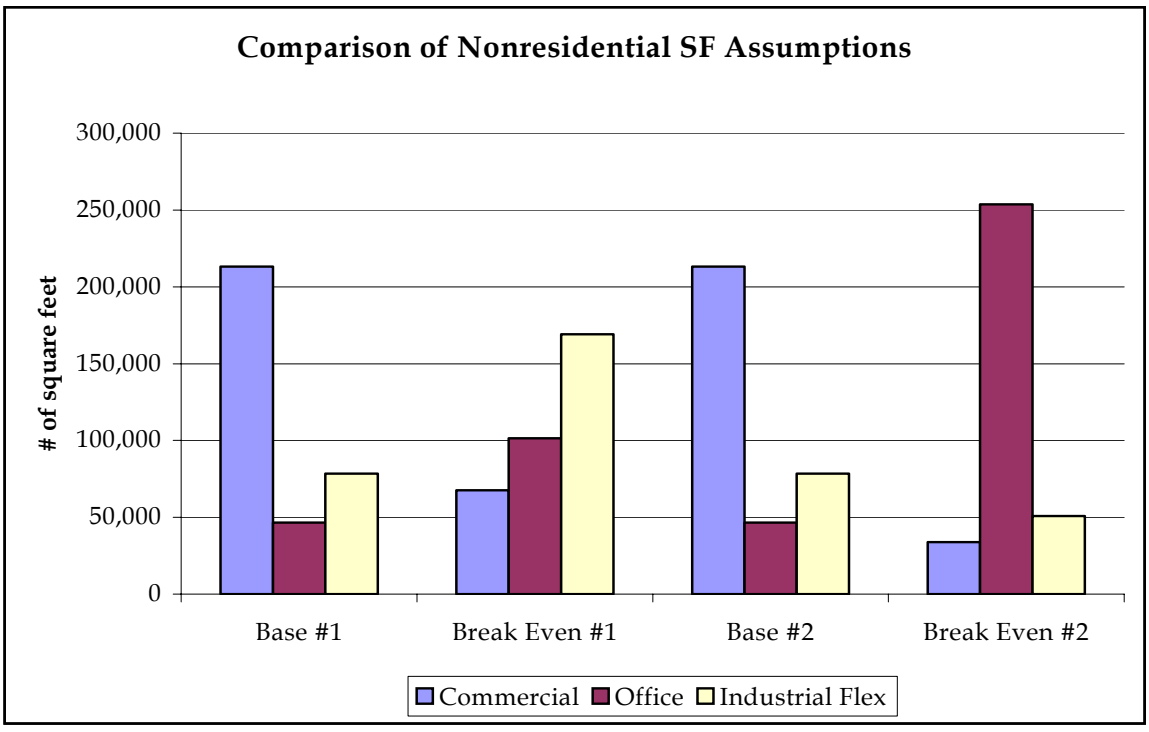


SUMMARY OF RESULTS

Figures 21 and 22 summarize and compare the projected residential and nonresidential land uses assumptions and total fiscal results from the above analyses for Development Projections 1 and 2.

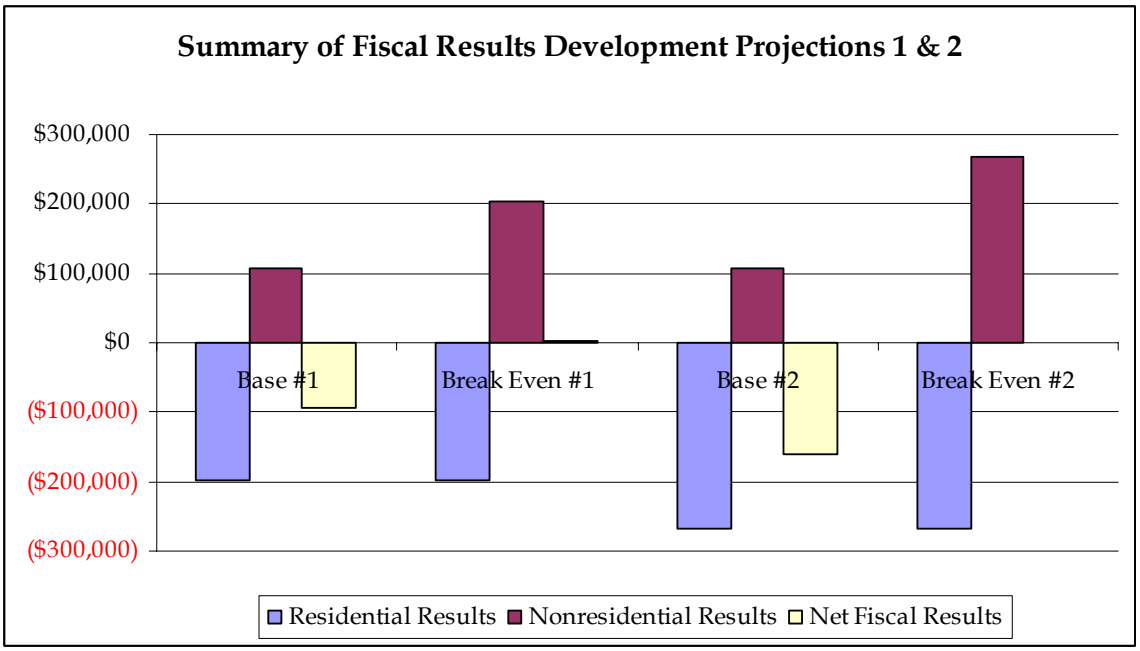
Figure 21: Summary Comparison of Projected Land Uses Development Projections #1 & #2





The above land use projections combined with the net fiscal results from the cost of land use study results in the summary fiscal results shown below.

Figure 22: Summary Results of Base and "Break Even" Analyses



CONCLUSION

The above analysis emphasizes the importance of achieving balance between residential and nonresidential land uses in order to achieve fiscal balance. In addition to the analyses above, the table below provides some additional examples of combinations of amounts and types of land uses that approximate fiscal neutrality to the City. Using the first example from Figure 23 below, 3 units of .2 units/acre with a total fiscal result of $563 fiscally offsets approximately 1 unit of 1 unit/acre with a total fiscal result of -$586.

Figure 23: Examples of Fiscally Neutral Land Use Combinations

# of Units/sf	*Land Use*	*Weighted Ave. Fiscal Results*	*Total Fiscal Results*	*Offsets Approx.*	*# of Units/sf*	*Land Use*	*Weighted Ave. Fiscal Results*	*Total Fiscal Results*	*Net Fiscal Results*
3	.2 units/acre	$188	$563	=>	1	1 unit/acre	($586)	($586)	($23)
2	6 units/acre	$149	$298	=>	1	2.5 units/acre	($297)	($297)	$1
4	6 units/acre	$149	$595	=>	1	10 units/acre	($540)	($540)	$55
1	.2 units/acre	$188	$188	=>	1	2 units/acre	($199)	($199)	($12)
1,000	office	$924	$924	=>	4	2 units/acre	($199)	($797)	$128
3,000	commercial: less than 10,000 sf	$110	$330	=>	1	2.5 units/acre	($297)	($297)	$33
1,000	light industrial	$616	$616	=>	1	10 units/acre	($540)	($540)	$76
1,000	commercial: 10,001 - 50,000 sf	$70	$70	=>	2,500	commercial: 50,001 sf +	($26)	($65)	$6

Fiscal Impact Results

RESULTS BY FUND

The tables below illustrate the net annual fiscal results of the individual funds within the operating budget and capital expenditures and the combined fiscal results of the two.

The net fiscal results of the individual funds within the operating budget are considered as a whole since many of these funds are funded by transfers from the General Fund. These transfers are accounted for the General Fund results and not the results of the Special Revenue Funds. Thus, the results are considered as a whole to illustrate the relationship of the General Fund to the Special Revenue Funds.

Figure 24: Fiscal Results by Fund – Scenario 1

SCENARIO 1 - Lives In Pickerington, Works in Pickerington

	Residential (per unit)						Nonresidential (per 1,000 sf)					
OPERATING BUDGET	.2 units/ acre	1 unit/ acre	2 units/ acre	2.5 units/ acre	6 units/ acre	10 units/ acre	Light Industrial	Warehouse	Office	Commercial: <10,000 sf	Commercial: 10,001-50,000 sf	Commercial >50,001 sf
General Fund	($163)	($323)	($243)	($263)	($67)	($245)	$621	$133	$939	$431	$354	$280
Streets Fund	$54	$54	$54	$54	$20	$33	($13)	($13)	($55)	($205)	($214)	($187)
State Highway Fund	$4	$4	$4	$4	$1	$2	($1)	($1)	($3)	($11)	($12)	($10)
Parks & Recreation Fund	($101)	($101)	($101)	($101)	($50)	($66)	$0	$0	$0	$0	$0	$0
Police Fund	($153)	($427)	($290)	($324)	($53)	($336)	$9	$36	$43	($106)	($58)	($108)
Urban Forestry Fund	($15)	($15)	($15)	($15)	($8)	($10)	$0	$0	$0	$0	$0	$0
NET OPERATING RESULTS	**($375)**	**($808)**	**($591)**	**($646)**	**($156)**	**($622)**	**$616**	**$155**	**$924**	**$110**	**$70**	**($26)**
CAPITAL												
Parks & Recreation Capital	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Police Capital	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
General Government Capital	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Street Capital	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
NET CAPITAL RESULTS	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**
OVERALL FISCAL RESULTS	**($375)**	**($808)**	**($591)**	**($646)**	**($156)**	**($622)**	**$616**	**$155**	**$924**	**$110**	**$70**	**($26)**

Under Scenario 1, all six of the residential land use prototypes generate net annual deficits in the General Fund, while all six of the nonresidential land use prototypes generate net annual surpluses in the General Fund. All six of the residential land use prototypes generate net annual surpluses in the Streets Fund and State Highway Fund, while all six nonresidential land use prototypes generate net annual deficits. In the Police Fund, all six of the residential land uses generate net annual deficits, while three of the six nonresidential land uses generate net annual surpluses. All six of the residential land use prototypes generate net annual deficits in the Parks & Recreation and Urban

Forestry Funds. The nonresidential prototypes do not generate the demand for these funds, thus these funds have no fiscal impact ($0) on these land uses. All of the land uses prototypes are fiscally neutral for capital projects as a result of the City having adopted impact fees. By their definition, impact fees represent new growth's fair share of capital projects in that the fees represent new growth's proportionate demand for additional infrastructure. Thus, the impact fee revenues generated by new growth are spent on new growth's share of capital projects which results in no fiscal impact ($0) on the City.

Figure 25: Fiscal Results by Fund – Scenario 2

SCENARIO 2 - Lives in Pickerington, Works Elsewhere

	Residential (per unit)						Nonresidential (per 1,000 sf)					
OPERATING BUDGET	**.2 units/ acre**	**1 unit/ acre**	**2 units/ acre**	**2.5 units/ acre**	**6 units/ acre**	**10 units/ acre**	**Light Industrial**	**Warehouse**	**Office**	**Commercial: < 10,000 sf**	**Commercial: 10,001-50,000 sf**	**Commercial > 50,001 sf**
General Fund	$491	($65)	$213	$143	$287	($150)	$621	$133	$939	$431	$354	$280
Streets Fund	$54	$54	$54	$54	$20	$33	($13)	($13)	($55)	($205)	($214)	($187)
State Highway Fund	$4	$4	$4	$4	$1	$2	($1)	($1)	($3)	($11)	($12)	($10)
Parks & Recreation Fund	($101)	($101)	($101)	($101)	($50)	($66)	$0	$0	$0	$0	$0	$0
Police Fund	($153)	($427)	($290)	($324)	($53)	($336)	$9	$36	$43	($106)	($58)	($108)
Urban Forestry Fund	($15)	($15)	($15)	($15)	($8)	($10)	$0	$0	$0	$0	$0	$0
NET OPERATING RESULTS	**$279**	**($550)**	**($135)**	**($240)**	**$198**	**($527)**	**$616**	**$155**	**$924**	**$110**	**$70**	**($26)**
CAPITAL												
Parks & Recreation Capital	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Police Capital	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
General Government Capital	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Street Capital	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
NET CAPITAL RESULTS	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**
OVERALL FISCAL RESULTS	**$279**	**($550)**	**($135)**	**($240)**	**$198**	**($527)**	**$616**	**$155**	**$924**	**$110**	**$70**	**($26)**

Under Scenario 2, four of the six of the residential land use prototypes generate net annual surpluses in the General Fund.

The nonresidential results are the same as Scenario 1 as are the fiscal results of the Special Revenue Funds and Capital Projects for both the residential and nonresidential land uses.

Operating Results

GENERAL FUND

The tables below summarize the annual General Fund revenues for each residential prototype under each scenario and based on the methodology discussed in the separate LOS document.

Figure 26: General Fund Results – Scenario 1

SCENARIO 1 - Lives In Pickerington, Works in Pickerington

	Residential (per unit)						Nonresidential (per 1,000 sf)					
	.2 units/ acre	1 unit/ acre	2 units/ acre	2.5 units/ acre	6 units/ acre	10 units/ acre	Light Industrial	Warehouse	Office	Commercial: <10,000 sf	Commercial: 10,001-50,000 sf	Commercial >50,001 sf
General Fund Revenue	$270	$111	$190	$170	$146	$41	$928	$303	$1,493	$974	$746	$622
General Fund Expenditures	$433	$433	$433	$433	$213	$285	$308	$171	$554	$543	$392	$343
NET FISCAL RESULTS	**($163)**	**($323)**	**($243)**	**($263)**	**($67)**	**($245)**	**$621**	**$133**	**$939**	**$431**	**$354**	**$280**

Under Scenario 1, all six of the residential prototypes generate negative annual fiscal results. The 6 units/acre prototype generates the smallest annual deficit of -$67 per unit, followed by the 2 units/acre prototype at -$163 per unit annually. The 2 units/acre and 10 units/acre generate annual net results of -$243 and -$245 respectively. The worst net annual results for the residential prototypes are the 2.5 units/acre, a deficit of -$263 per unit; and the 1 unit/acre with a deficit of -$323 per unit.

All six of the nonresidential prototypes generate positive fiscal results for the General Fund. The Office generates an annual surplus of $939 per 1,000 square feet. The Light Industrial land use prototype generates the next highest annual surplus at $621 per 1,000 square feet, followed by the Commercial < 10,000 square feet prototypes at $431 per 1,000 square feet, and the Commercial 10,001 – 50,000 square feet prototype at $354 per 1,000 square feet. The smallest net annual surpluses are generated by the Commercial > 50,001 square feet and Warehouse land use prototypes at $280 and $133 per 1,000 square feet respectively.

Figure 27: General Fund Results – Scenario 2

SCENARIO 2 - Lives in Pickerington, Works Elsewhere

	Residential (per unit)						Nonresidential (per 1,000 sf)					
	.2 units acre	1 unit/ acre	2 units/ acre	2.5 units/ acre	6 units/ acre	10 units/ acre	Light Industrial	Warehouse	Office	Commercial: < 10,000 sf	Commercial: 10,001-50,000 sf	Commercial > 50,001 sf
General Fund Revenue	$924	$369	$646	$576	$500	$136	$928	$303	$1,493	$974	$746	$622
General Fund Expenditures	$433	$433	$433	$433	$213	$285	$308	$171	$554	$543	$392	$343
NET FISCAL RESULTS	**$491**	**($65)**	**$213**	**$143**	**$287**	**($150)**	**$621**	**$133**	**$939**	**$431**	**$354**	**$280**

Under Scenario 2, four of the residential prototypes generate positive annual fiscal results. The .2 units/acre prototype generates the largest annual surplus of $491 per unit, followed by the 6 units/acre prototype at $287 per unit annually. The 2 units/acre prototype generates the next largest annual surplus of $213 per unit, followed by the 2.5 units/acre prototype at $143 per unit annually. The other two residential prototypes generate net annual deficits in the General Fund. The worst net annual results for the residential prototypes are the 10 units/acre, a deficit of -$150 per unit; and the 1 unit/acre with a deficit of -$65 per unit.

The nonresidential results under Scenario 2 are the same as Scenario 1.

SPECIAL REVENUE FUNDS

The fiscal results for the Special Revenue Funds are the same under both scenarios.

STREET FUND

Figure 28: Street Fund Results

STREETS (Both Scenarios)

	Residential (per unit)						Nonresidential (per 1,000 sf)					
	.2 units acre	1 unit/ acre	2 units/ acre	2.5 units/ acre	6 units/ acre	10 units/ acre	Light Industrial	Warehouse	Office	Commercial: < 10,000 sf	Commercial: 10,001-50,000 sf	Commercial > 50,001 sf
Revenues	$106	$106	$106	$106	$52	$70	$25	$14	$45	$43	$31	$27
Expenditures	$52	$52	$52	$52	$32	$37	$38	$27	$100	$248	$245	$214
Net Fiscal Result	**$54**	**$54**	**$54**	**$54**	**$20**	**$33**	**($13)**	**($13)**	**($55)**	**($205)**	**($214)**	**($187)**

All six of the residential prototypes generate positive annual fiscal results in the Street Fund. The .2 units/acre, 1 unit/acre, 2 units/acre, and 2.5 units per acre generate the same results of $54 per unit annually. The 10 units/acre prototype generates the next best annual results at $33 per unit. The 6 units/acre prototype yields the lowest annual surplus at $20 per unit.

All six of the nonresidential prototypes generate negative annual fiscal results per 1,000 square feet in the Street Fund. The Warehouse, Light Industrial, and Office prototypes generate the lowest annual deficits per 1,000 square feet: -$13, -$13, and -$55 respectively. The three Commercial prototypes generate the largest deficits. The > 50,001 generates a annual deficit of -$187 per 1,000 square feet followed in order by the < 10,000 square feet prototype at -$205 per 1,000 square feet and 10,001 – 50,000 square feet at -$214 per 1,000 square feet.

STATE HIGHWAY FUND

Figure 29: State Highway Fund Results

STATE HIGHWAYS (Both Scenarios)

	Residential (per unit)						Nonresidential (per 1,000 sf)					
	.2 units acre	1 unit/ acre	2 units/ acre	2.5 units/ acre	6 units/ acre	10 units/ acre	Light Industrial	Warehouse	Office	Commercial: < 10,000 sf	Commercial: 10,001-50,000 sf	Commercial > 50,001 sf
Revenues	$7	$7	$7	$7	$3	$4	$2	$1	$3	$3	$2	$2
Expenditures	$3	$3	$3	$3	$2	$2	$2	$2	$6	$14	$14	$12
Net Fiscal Result	**$4**	**$4**	**$4**	**$4**	**$1**	**$2**	**($1)**	**($1)**	**($3)**	**($11)**	**($12)**	**($10)**

All six of the residential prototypes generate positive annual fiscal results in the State Highway Fund. The .2 units/acre, 1 unit/acre, 2 units/acre, and 2.5 units per acre generate the same results of $4 per unit annually. The 10 units/acre prototype generates the next best annual results at $2 per unit. The 6 units/acre prototype yields the lowest annual surplus at $1 per unit.

All six of the nonresidential prototypes generate negative annual fiscal results per 1,000 square feet in the State Highway Fund. The Warehouse, Light Industrial, and Office prototypes generate the lowest annual deficits per 1,000 square feet: -$1, -$1, and -$3 respectively. The three Commercial prototypes generate the largest deficits. The > 50,001 generates a annual deficit of -$10 per 1,000 square feet followed in order by the < 10,000 square feet prototype at -$11 per 1,000 square feet and 10,001 – 50,000 square feet at -$12 per 1,000 square feet.

PARKS & RECREATION FUND

Figure 30: Parks & Recreation Fund Results

PARKS & RECREATION (Both Scenarios)

	Residential (per unit)						Nonresidential (per 1,000 sf)					
	.2 units/ acre	1 unit/ acre	2 units/ acre	2.5 units/ acre	6 units/ acre	10 units/ acre	Light Industrial	Warehouse	Office	Commercial: < 10,000 sf	Commercial: 10,001-50,000 sf	Commercial > 50,001 sf
Revenues	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Expenditures	$101	$101	$101	$101	$50	$66	$0	$0	$0	$0	$0	$0
Net Fiscal Result	**($101)**	**($101)**	**($101)**	**($101)**	**($50)**	**($66)**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**

All six of the residential prototypes generate negative annual fiscal results in the Parks & Recreation Fund. The 6 units/acre prototype generates the lowest annual deficit at -$50 per unit. The 10 units/acre prototype yields the next lowest annual deficit at -$66 per unit. The largest annual deficits are generated by the .2 units/acre, 1 unit/acre, 2 units/acre, and 2.5 units per acre at -$101 per unit annually.

The nonresidential land use prototypes do not generate the demand for Parks & Recreation services and programs. Thus they have no fiscal impact ($0) on the City for this fund.

POLICE FUND

Figure 31: Police Fund Results

POLICE FUND (Both Scenarios)

	Residential (per unit)						Nonresidential (per 1,000 sf)					
	.2 units/ acre	1 unit/ acre	2 units/ acre	2.5 units/ acre	6 units/ acre	10 units/ acre	Light Industrial	Warehouse	Office	Commercial: < 10,000 sf	Commercial: 10,001-50,000 sf	Commercial > 50,001 sf
Revenues	$452	$178	$315	$280	$244	$62	$53	$67	$159	$183	$226	$140
Expenditures	$605	$605	$605	$605	$297	$399	$44	$31	$116	$288	$284	$249
Net Fiscal Result	**($153)**	**($427)**	**($290)**	**($324)**	**($53)**	**($336)**	**$9**	**$36**	**$43**	**($106)**	**($58)**	**($108)**

All six of the residential prototypes generate negative annual fiscal results in the Police Fund. The 6 units/acre prototype generates the smallest annual deficit of -$53 per unit, followed by the .2 units/acre prototype at -$153 per unit annually. The 2 units/acre and 2.5 units/acre generate annual net results of -$290 and -$324 respectively. The worst net annual results for the residential prototypes are the 10 units/acre, a deficit of -$336 per unit; and the 1 unit/acre with a deficit of -$427 per unit.

Three of the six of the nonresidential prototypes generates positive fiscal results for the Police Fund. The Office generates an annual surplus of $43 per 1,000 square feet. The Warehouse land use prototype generates the next highest annual surplus at $36 per 1,000 square feet, followed by the Light Industrial at $9 per 1,000 square feet. The three Commercial prototypes all generate negative

annual results. The smallest annual deficit is generated by the 10,001 – 50,000 square feet prototype at -58 per 1,000 square feet. The next smallest net annual surpluses are generated by the < 10,000 square feet prototype at -$106 per 1,000 square feet. The > 50,001 square feet prototype generates the largest deficits at -$108.

URBAN FORESTRY FUND

Figure 32: Urban Forestry Fund Results

URBAN FORESTRY FUND (Both Scenarios)

	Residential (per unit)						Nonresidential (per 1,000 sf)					
	.2 units acre	1 unit/ acre	2 units/ acre	2.5 units/ acre	6 units/ acre	10 units/ acre	Light Industrial	Warehouse	Office	Commercial: < 10,000 sf	Commercial: 10,001-50,000 sf	Commercial > 50,001 sf
Revenues	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Expenditures	$15	$15	$15	$15	$8	$10	$0	$0	$0	$0	$0	$0
Net Fiscal Result	**($15)**	**($15)**	**($15)**	**($15)**	**($8)**	**($10)**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**

All six of the residential prototypes generate negative annual fiscal results in the Urban Forestry Fund. The 6 units/acre prototype generates the lowest annual deficit at -$8 per unit. The 10 units/acre prototype yields the next lowest annual deficit at -$10 per unit. The largest annual deficits are generated by the .2 units/acre, 1 unit/acre, 2 units/acre, and 2.5 units per acre at -$15 per unit annually.

The nonresidential land use prototypes do not generate the demand for Parks & Recreation services and programs. Thus they have no fiscal impact ($0) on the City for this fund.

Capital Results

The fiscal results for the Special Revenue Funds are the same under both scenarios.

Figure 33: Capital Projects Results

CAPITAL PROJECTS (Both Scenarios)

	Residential (per unit)						Nonresidential (per 1,000 sf)					
	.2 units acre	1 unit/ acre	2 units/ acre	2.5 units/ acre	6 units/ acre	10 units/ acre	Light Industrial	Warehouse	Office	Commercial: < 10,000 sf	Commercial: 10,001-50,000 sf	Commercial > 50,001 sf
Revenues	$3,470	$3,470	$3,470	$3,470	$2,162	$2,162	$690	$420	$1,480	$2,500	$2,270	$1,990
Expenditures	$3,470	$3,470	$3,470	$3,470	$2,162	$2,162	$690	$420	$1,480	$2,500	$2,270	$1,990
Net Fiscal Result	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**

All of the residential and nonresidential land use prototypes are fiscally neutral for capital projects. The impact fees collected on new residential and nonresidential development will be spent on new growth's fair share of capital projects.

Operating Revenues & Expenditures

GENERAL FUND REVENUES

The tables below summarize the annual General Fund revenues for each residential prototype under each scenario and based on the methodology discussed in the separate LOS document.

Figure 34: General Fund Revenues – Scenario 1

	Residential (per unit)						Nonresidential (per 1,000 sf)					
Revenue Source	.2 units acre	1 unit/ acre	2 units/ acre	2.5 units/ acre	6 units/ acre	10 units/ acre	Light Industrial	Warehouse	Office	Commercial: < 10,000 sf	Commercial: 10,001-50,000 sf	Commercial > 50,001 sf
Local Taxes												
Income Tax	$0	$0	$0	$0	$0	$0	$901	$269	$1,411	$880	$629	$550
Property Tax	$263	$104	$184	$163	$142	$36	$27	$35	$82	$94	$117	$72
Inheritance Tax	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Liquor/Cigarette Tax	$3	$3	$3	$3	$2	$2	$0	$0	$0	$0	$0	$0
Motel Tax	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Cable Tax	$3	$3	$3	$3	$2	$2	$0	$0	$0	$0	$0	$0
Intergovernmental												
State Sources	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
County Sources	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Charges for Sources												
Paratransit Fees	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Zoning	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Miscellaneous	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Fines, Licenses and Permits												
Fines	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Permits	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Licenses	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Investment Earnings												
Interest Earnings	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Miscellaneous												
Sale of Property	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Donations	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Miscellaneous	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Cellular Antennae Rental	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Refunds/Reimbursements	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Advances-In	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
TOTAL GENERAL FUND	**$270**	**$111**	**$190**	**$170**	**$146**	**$41**	**$928**	**$303**	**$1,493**	**$974**	**$746**	**$622**

Most of the General Fund revenue is generated from income and property taxes. These revenue sources account for 68% of the General Fund in the City's FY2005 budget. From a new growth perspective, these revenues account for an even larger percentage of revenues. For the residential land use prototypes under Scenario 1, these revenues account for ranging from 89% to 98% of revenues. For the residential land use prototypes under Scenario 2, these revenues account for ranging from 97% to 99% of revenues. These revenues account for 100% of the revenues generated by the nonresidential prototypes.

The average assessed value and income assumptions for the land use prototypes account for the variations in the results for the General Fund revenues. As mentioned above, the difference between these scenarios is that under Scenario 1, the residential prototypes receive no proceeds from the income tax revenue because the nonresidential prototype where the person(s) works receives the credit for income tax revenue. To count it for both the residential and nonresidential prototypes would be "double dipping". Under Scenario 2, the residential prototypes receive credit for income taxes at the .5% rate since the job is located outside of the City.

The other General Fund revenues impacted by the residential prototypes are Liquor/Cigarette Taxes and Cable Taxes. Differences in persons per household account for the variations among the residential prototypes for these population sensitive revenues.

Figure 35: General Fund Revenues – Scenario 2

	Residential (per unit)						Nonresidential (per 1,000 sf)					
Revenue Source	.2 units acre	1 unit/ acre	2 units/ acre	2.5 units/ acre	6 units/ acre	10 units/ acre	Light Industrial	Warehouse	Office	Commercial: < 10,000 sf	Commercial: 10,001-50,000 sf	Commercial > 50,001 sf
Local Taxes												
Income Tax	$654	$258	$456	$406	$354	$95	$901	$269	$1,411	$880	$629	$550
Property Tax	$263	$104	$184	$163	$142	$36	$27	$35	$82	$94	$117	$72
Inheritance Tax	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Liquor/Cigarette Tax	$3	$3	$3	$3	$2	$2	$0	$0	$0	$0	$0	$0
Motel Tax	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Cable Tax	$3	$3	$3	$3	$2	$2	$0	$0	$0	$0	$0	$0
Intergovernmental												
State Sources	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
County Sources	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Charges for Sources												
Paratransit Fees	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Zoning	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Miscellaneous	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Fines, Licenses and Permits												
Fines	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Permits	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Licenses	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Investment Earnings												
Interest Earnings	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Miscellaneous												
Sale of Property	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Donations	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Miscellaneous	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Cellular Antennae Rental	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Refunds/Reimbursements	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Advances-In	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
TOTAL GENERAL FUND	**$924**	**$369**	**$646**	**$576**	**$500**	**$136**	**$928**	**$303**	**$1,493**	**$974**	**$746**	**$622**

As discussed above, the differentiation due to the income tax structure accounts for the difference between the scenarios.

GENERAL FUND EXPENDITURES

The tables below summarize the annual General Fund costs for each prototype based on the methodology discussed in the separate LOS document.

Figure 36: General Fund Expenditures

	Residential (per unit)						Nonresidential (per 1,000 sf)					
	.2 units/ acre	1 unit/ acre	2 units/ acre	2.5 units/ acre	6 units/ acre	10 units/ acre	Light Industrial	Warehouse	Office	Commercial: <10,000 sf	Commercial: 10,001-50,000 sf	Commercial >50,001 sf
Legislative	$6	$6	$6	$6	$3	$4	$4	$2	$8	$8	$5	$5
Planning &Zoning	$6	$6	$6	$6	$3	$4	$5	$3	$9	$8	$6	$5
Economic Development	$30	$30	$30	$30	$15	$20	$23	$13	$41	$39	$28	$24
Building Regulation/Inspections	$76	$76	$76	$76	$38	$50	$58	$32	$104	$100	$72	$63
General Government	$19	$19	$19	$19	$9	$12	$14	$8	$25	$24	$17	$15
City Manager	$3	$3	$3	$3	$1	$2	$2	$1	$4	$4	$3	$2
Finance - Administration	$28	$28	$28	$28	$14	$19	$21	$12	$38	$37	$26	$23
Finance - Income Tax	$70	$70	$70	$70	$34	$46	$53	$29	$95	$92	$66	$57
Personnel	$41	$41	$41	$41	$20	$27	$31	$17	$55	$53	$38	$33
Legal	$46	$46	$46	$46	$22	$30	$24	$14	$44	$47	$36	$31
Mayor's Court	$18	$18	$18	$18	$9	$12	$4	$2	$8	$12	$10	$9
Engineer	$22	$22	$22	$22	$11	$14	$16	$9	$30	$28	$20	$18
Land &Buildings	$55	$55	$55	$55	$27	$36	$42	$23	$75	$72	$52	$45
Public Information	$14	$14	$14	$14	$7	$9	$11	$6	$19	$18	$13	$11
Transfers Out of the General Fund												
Refunds	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Park	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Urban Forestry	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Street Construction	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Courtright Road Debt Retirement	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Police Facilities Debt Retirement	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Police	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Refugee / Hill / East St. Debt Retirement	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Diley Road Debt Retirement	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Street Capital Improvement	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Street Fund	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Downtown Revitalization	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
TIF - Old Town	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
TIF - Windmiller / Diley	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
TIF - Cycle Way	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
TIF - Cover	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
TRF Inheritance to PKCAPIMPR	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
TOTAL GENERAL FUND	**$433**	**$433**	**$433**	**$433**	**$213**	**$285**	**$308**	**$171**	**$554**	**$543**	**$392**	**$343**

As shown in the table above, the greatest annual General Fund expenditures for the residential and nonresidential prototypes are for Building Regulations and Inspections, Finance-Income Tax, Land & Buildings, and Legal.

The Single Family prototypes (.2 units/acre, 1 unit/acre, 2 units/acre, 2.5 units/acre) generate the greatest annual operating costs. This is the result of their larger household sizes generation rates than the 6 units/acre and 10 units/acre prototypes. Similar household sizes are used for each of the Single Family prototypes.

The Office prototype generates the highest amount of annual costs per 1,000 square feet due to having the highest employee density rate. The Light Industrial and Warehouse prototypes have the lowest General Fund costs as a result of having the lowest employee densities per 1,000 square feet.

STREET FUND

Figure 37: Street Fund Revenues

	Residential (per unit)						Nonresidential (per 1,000 sf)					
	.2 units/ acre	1 unit/ acre	2 units/ acre	2.5 units/ acre	6 units/ acre	10 units/ acre	Light Industrial	Warehouse	Office	Commercial: <10,000 sf	Commercial: 10,001-50,000 sf	Commercial >50,001 sf
Intergovernmental State Sources	$94	$94	$94	$94	$46	$62	$22	$12	$40	$39	$28	$24
Local Taxes - Permissive	$11	$11	$11	$11	$6	$8	$3	$1	$5	$5	$3	$3
Investment Earning - Interest	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Misc - Refunds and Reimbursements	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Misc - Transfers from General Fund	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Carryover From Previous Fiscal Year	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Total Revenues	**$106**	**$106**	**$106**	**$106**	**$52**	**$70**	**$25**	**$14**	**$45**	**$43**	**$31**	**$27**

Revenues from Intergovernmental State Sources and Local Taxes - Permissive are based on residential and nonresidential motor vehicle registrations and persons per household and employee densities per 1,000 square feet. The Single Family prototypes (.2 units/acre, 1 unit/acre, 2 units/acre, 2.5 units/acre) have higher persons per household than the 10 units/acre and 6 units/acre prototypes. The Office prototype has the highest number of employees per 1,000 square followed by the three Commercial prototypes. The Light Industrial and Warehouse prototypes have the lowest employee densities.

Figure 38: Street Fund Expenditures

	Residential (per unit)						Nonresidential (per 1,000 sf)					
	.2 units/ acre	1 unit/ acre	2 units/ acre	2.5 units/ acre	6 units/ acre	10 units/ acre	Light Industrial	Warehouse	Office	Commercial: <10,000 sf	Commercial: 10,001-50,000 sf	Commercial >50,001 sf
Salaries and Wages	$14	$14	$14	$14	$9	$10	$10	$7	$27	$68	$67	$58
Fringe Benefits	$9	$9	$9	$9	$5	$6	$6	$4	$16	$41	$40	$35
Contractual Services	$17	$17	$17	$17	$10	$12	$12	$9	$33	$82	$81	$71
Supplies and Materials	$12	$12	$12	$12	$7	$8	$9	$6	$23	$58	$57	$50
Capital Outlay	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Total Expenditures	**$52**	**$52**	**$52**	**$52**	**$32**	**$37**	**$38**	**$27**	**$100**	**$248**	**$245**	**$214**

Expenditures are based on vehicle trip rates for residential and nonresidential prototypes. The Single Family prototypes (.2 units/acre, 1 unit/acre, 2 units/acre, 2.5 units/acre) have higher trip generation rates than the 10 units/acre and 6 units/acre prototypes. Of the nonresidential land use prototypes, the Commercial prototypes have the highest number of vehicle trips per 1,000 square followed by the Office, Light Industrial, and Warehouse prototypes.

STATE HIGHWAY FUND

Figure 39: State Highway Fund Revenues

	Residential (per unit)						Nonresidential (per 1,000 sf)					
	.2 units acre	1 unit/ acre	2 units/ acre	2.5 units/ acre	6 units/ acre	10 units/ acre	Light Industrial	Warehouse	Office	Commercial: <10,000 sf	Commercial: 10,001-50,000 sf	Commercial >50,001 sf
Intergovernmental State Sources	$7	$7	$7	$7	$3	$4	$2	$1	$3	$3	$2	$2
Interset	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Miscellaneous	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Total Revenues	**$7**	**$7**	**$7**	**$7**	**$3**	**$4**	**$2**	**$1**	**$3**	**$3**	**$2**	**$2**

Revenues from Intergovernmental State Sources are based on residential and nonresidential motor vehicle registrations and persons per household and employee densities per 1,000 square feet. The Single Family prototypes (.2 units/acre, 1 unit/acre, 2 units/acre, 2.5 units/acre) have higher persons per household than the 10 units/acre and 6 units/acre prototypes. The Office prototype has the highest number of employees per 1,000 square followed by the three Commercial prototypes. The Light Industrial and Warehouse prototypes have the lowest employee densities.

Figure 40: State Highway Fund Expenditures

	Residential (per unit)						Nonresidential (per 1,000 sf)					
	.2 units acre	1 unit/ acre	2 units/ acre	2.5 units/ acre	6 units/ acre	10 units/ acre	Light Industrial	Warehouse	Office	Commercial: <10,000 sf	Commercial: 10,001-50,000 sf	Commercial >50,001 sf
Salaries and Wages	$1	$1	$1	$1	$1	$1	$1	$0	$2	$4	$4	$4
Fringe Benefits	$1	$1	$1	$1	$0	$0	$0	$0	$1	$3	$3	$2
Contractual Services	$1	$1	$1	$1	$1	$1	$1	$1	$3	$7	$6	$6
Supplies and Materials	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Capital Outlay	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Total Expenditures	**$3**	**$3**	**$3**	**$3**	**$2**	**$2**	**$2**	**$2**	**$6**	**$14**	**$14**	**$12**

Expenditures are based on vehicle trip rates for residential and nonresidential prototypes. The Single Family prototypes (.2 units/acre, 1 unit/acre, 2 units/acre, 2.5 units/acre) have higher trip generation rates than the 10 units/acre and 6 units/acre prototypes. Of the nonresidential land use prototypes, the Commercial prototypes have the highest number of vehicle trips per 1,000 square followed by the Office, Light Industrial, and Warehouse prototypes.

PARKS & RECREATION FUND

Figure 41: Parks & Recreation Fund Revenues

	Residential (per unit)						Nonresidential (per 1,000 sf)					
	.2 units/ acre	1 unit/ acre	2 units/ acre	2.5 units/ acre	6 units/ acre	10 units/ acre	Light Industrial	Warehouse	Office	Commercial: <10,000 sf	Commercial: 10,001-50,000 sf	Commercial >50,001 sf
Charges for Services	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Permits	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Donations	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Transfers-in	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Carry Forward from Previous Fiscal Year	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Total Revenues	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**

Revenues for the Parks & Recreation Fund are impacted by only the residential land use prototypes. As a result, there are no revenues attributed to the nonresidential land use prototypes.

The largest source of revenue for this fund is the Transfer-in from the General Fund. These revenues are accounted for in the General Fund revenue results above. The other significant sources of revenues are Charges for Services and Permits. These revenues are assumed to partially offset the costs incurred by the City to provide reciprocal Parks & Recreation services. These revenues are applied against the expenditures (in the table below) of the Parks & Recreation Fund which provides the services. This results in $0 revenues being shown above

Figure 42: Parks & Recreation Fund Expenditures

	Residential (per unit)						Nonresidential (per 1,000 sf)					
	.2 units acre	1 unit/ acre	2 units/ acre	2.5 units/ acre	6 units/ acre	10 units/ acre	Light Industrial	Warehouse	Office	Commercial: < 10,000 sf	Commercial: 10,001-50,000 sf	Commercial > 50,001 sf
Salaries and Wages	$35	$35	$35	$35	$17	$23	$0	$0	$0	$0	$0	$0
Fringe Benefits	$19	$19	$19	$19	$9	$12	$0	$0	$0	$0	$0	$0
Contractual Services	$39	$39	$39	$39	$19	$26	$0	$0	$0	$0	$0	$0
Supplies and Materials	$7	$7	$7	$7	$3	$4	$0	$0	$0	$0	$0	$0
Capital Outlay	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Other Expenses	$1	$1	$1	$1	$1	$1	$0	$0	$0	$0	$0	$0
Total Expenditures	**$101**	**$101**	**$101**	**$101**	**$50**	**$66**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**

Expenditures are based on persons per household for the residential prototypes. The Single Family prototypes (.2 units/acre, 1 unit/acre, 2 units/acre, 2.5 units/acre) have a higher number of persons per household than the 10 units/acre and 6 units/acre prototypes.

As mentioned above, the expenditures have been reduced to reflect the offsetting revenues from Charges for Services and Permits.

POLICE FUND

Figure 43: Police Fund Revenues

	Residential (per unit)						Nonresidential (per 1,000 sf)					
	.2 units acre	1 unit/ acre	2 units/ acre	2.5 units/ acre	6 units/ acre	10 units/ acre	Light Industrial	Warehouse	Office	Commercial: < 10,000 sf	Commercial: 10,001-50,000 sf	Commercial > 50,001 sf
County Sources	$452	$178	$315	$280	$244	$62	$53	$67	$159	$183	$226	$140
State Sources	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Charges for Services	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Donations	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Miscellaneous	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Transfer in from General Fund	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Carry Forward from Previous Fiscal Year	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Total Revenues	**$452**	**$178**	**$315**	**$280**	**$244**	**$62**	**$53**	**$67**	**$159**	**$183**	**$226**	**$140**

The largest source of revenue for this fund is the Transfer-in from the General Fund. These revenues are accounted for in the General Fund revenue results above. The other significant sources of revenues are County Sources which is a dedicated property tax millage for the Police Department. The effective millage for residential property is 3.9 mills and 4.5 mills for nonresidential property. Thus these revenues are directly related to the average assessed values of the residential and nonresidential land use prototypes.

Figure 44: Police Fund Expenditures

	Residential (per unit)						Nonresidential (per 1,000 sf)					
	.2 units acre	1 unit/ acre	2 units/ acre	2.5 units/ acre	6 units/ acre	10 units/ acre	Light Industrial	Warehouse	Office	Commercial: <10,000 sf	Commercial: 10,001-50,000 sf	Commercial >50,001 sf
Salaries and Wages	$351	$351	$351	$351	$173	$231	$26	$18	$67	$167	$165	$144
Fringe Benefits	$180	$180	$180	$180	$88	$118	$13	$9	$34	$86	$85	$74
Contractual Services	$59	$59	$59	$59	$29	$39	$4	$3	$11	$28	$28	$24
Supplies and Materials	$15	$15	$15	$15	$8	$10	$1	$1	$3	$7	$7	$6
Capital Outlay	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Other Expenses	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Total Expenditures	**$605**	**$605**	**$605**	**$605**	**$297**	**$399**	**$44**	**$31**	**$116**	**$288**	**$284**	**$249**

Expenditures are based on persons per household for the residential prototypes. The Single Family prototypes (.2 units/acre, 1 unit/acre, 2 units/acre, 2.5 units/acre) have a higher number of persons per household than the 10 units/acre and 6 units/acre prototypes.

Expenditures are based on vehicle trip rates for the nonresidential prototypes. Of the nonresidential land use prototypes, the Commercial prototypes have the highest number of vehicle trips per 1,000 square followed by the Office, Light Industrial, and Warehouse prototypes.

URBAN FORESTRY FUND

Figure 45: Urban Forestry Fund Revenues

	Residential (per unit)						Nonresidential (per 1,000 sf)					
	.2 units acre	1 unit/ acre	2 units/ acre	2.5 units/ acre	6 units/ acre	10 units/ acre	Light Industrial	Warehouse	Office	Commercial: <10,000 sf	Commercial: 10,001-50,000 sf	Commercial >50,001 sf
Permit Fees	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Transfer in from General Fund	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Carry Forward from Previous Fiscal Year	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Total Revenues	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**

Revenues for the Urban Forestry Fund are impacted by only the residential land use prototypes. As a result, there are no revenues attributed to the nonresidential land use prototypes.

The largest source of revenues for this fund is Permit Fees. These revenues are assumed to partially offset the costs incurred by the City to provide reciprocal Urban Forestry services. These revenues are applied against the expenditures (in the table below) of the Urban Forestry Fund which provides the services. This results in $0 revenues being shown above. The other significant source of revenue for this fund is the Transfer-in from the General Fund. These revenues are accounted for in the General Fund revenue results above.

Figure 46: Urban Forestry Fund Expenditures

	Residential (per unit)						Nonresidential (per 1,000 sf)					
	.2 units/ acre	1 unit/ acre	2 units/ acre	2.5 units/ acre	6 units/ acre	10 units/ acre	Light Industrial	Warehouse	Office	Commercial: <10,000 sf	Commercial: 10,001-50,000 sf	Commercial >50,001 sf
Salaries and Wages	$4	$4	$4	$4	$2	$2	$0	$0	$0	$0	$0	$0
Fringe Benefits	$2	$2	$2	$2	$1	$1	$0	$0	$0	$0	$0	$0
Contractual Services	$2	$2	$2	$2	$1	$1	$0	$0	$0	$0	$0	$0
Supplies and Materials	$8	$8	$8	$8	$4	$5	$0	$0	$0	$0	$0	$0
Capital Outlay	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Other Expenses	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Total Expenditures	**$15**	**$15**	**$15**	**$15**	**$8**	**$10**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**

Expenditures are based on persons per household for the residential prototypes. The Single Family prototypes (.2 units/acre, 1 unit/acre, 2 units/acre, 2.5 units/acre) have a higher number of persons per household than the 10 units/acre and 6 units/acre prototypes.

Capital Revenues & Expenditures

Figure 47: Capital Revenues

	Residential (per unit)						Nonresidential (per 1,000 sf)					
	.2 units/ acre	1 unit/ acre	2 units/ acre	2.5 units/ acre	6 units/ acre	10 units/ acre	Light Industrial	Warehouse	Office	Commercial: <10,000 sf	Commercial: 10,001-50,000 sf	Commercial >50,001 sf
Parks & Recreation Impact Fees	$1,560	$1,560	$1,560	$1,560	$976	$976	$0	$0	$0	$0	$0	$0
Police Impact Fees	$722	$722	$722	$722	$452	$452	$60	$40	$160	$440	$400	$350
General Government Impact Fees	$484	$484	$484	$484	$303	$303	$370	$200	$640	$530	$450	$400
Street Impact Fees	$704	$704	$704	$704	$431	$431	$260	$180	$680	$1,530	$1,420	$1,240
Total Revenues	**$3,470**	**$3,470**	**$3,470**	**$3,470**	**$2,162**	**$2,162**	**$690**	**$420**	**$1,480**	**$2,500**	**$2,270**	**$1,990**

The impact fee revenues shown above are taken from the City's impact fee schedule for each of the residential and nonresidential land use prototypes.

Figure 48: Capital Expenditures

	Residential (per unit)						Nonresidential (per 1,000 sf)					
	.2 units/ acre	1 unit/ acre	2 units/ acre	2.5 units/ acre	6 units/ acre	10 units/ acre	Light Industrial	Warehouse	Office	Commercial: <10,000 sf	Commercial: 10,001-50,000 sf	Commercial >50,001 sf
Parks & Recreation	$1,560	$1,560	$1,560	$1,560	$976	$976	$0	$0	$0	$0	$0	$0
Police*	$722	$722	$722	$722	$452	$452	$60	$40	$160	$440	$400	$350
General Government	$484	$484	$484	$484	$303	$303	$370	$200	$640	$530	$450	$400
Streets**	$704	$704	$704	$704	$431	$431	$260	$180	$680	$1,530	$1,420	$1,240
Total Expenditures	**$3,470**	**$3,470**	**$3,470**	**$3,470**	**$2,162**	**$2,162**	**$690**	**$420**	**$1,480**	**$2,500**	**$2,270**	**$1,990**

* The buy-in methodology was used to calculate the facilities component of the Police Impact Fee. It is assumed that the revenues from this portion of the Police Impact Fee will be used to retire the existing debt on the current Police station.

** The plan-based methodology was used to calculate the street improvement component of the Streets Impact Fee. The impact fee revenues will pay for only new growth's share of the Streets CIP.

By their definition, impact fees will pay for new growth's proportionate share of capital facilities. The City adopted 100% of the maximum, supportable fees, thus the capital expenses associated with new growth will be fully funded.