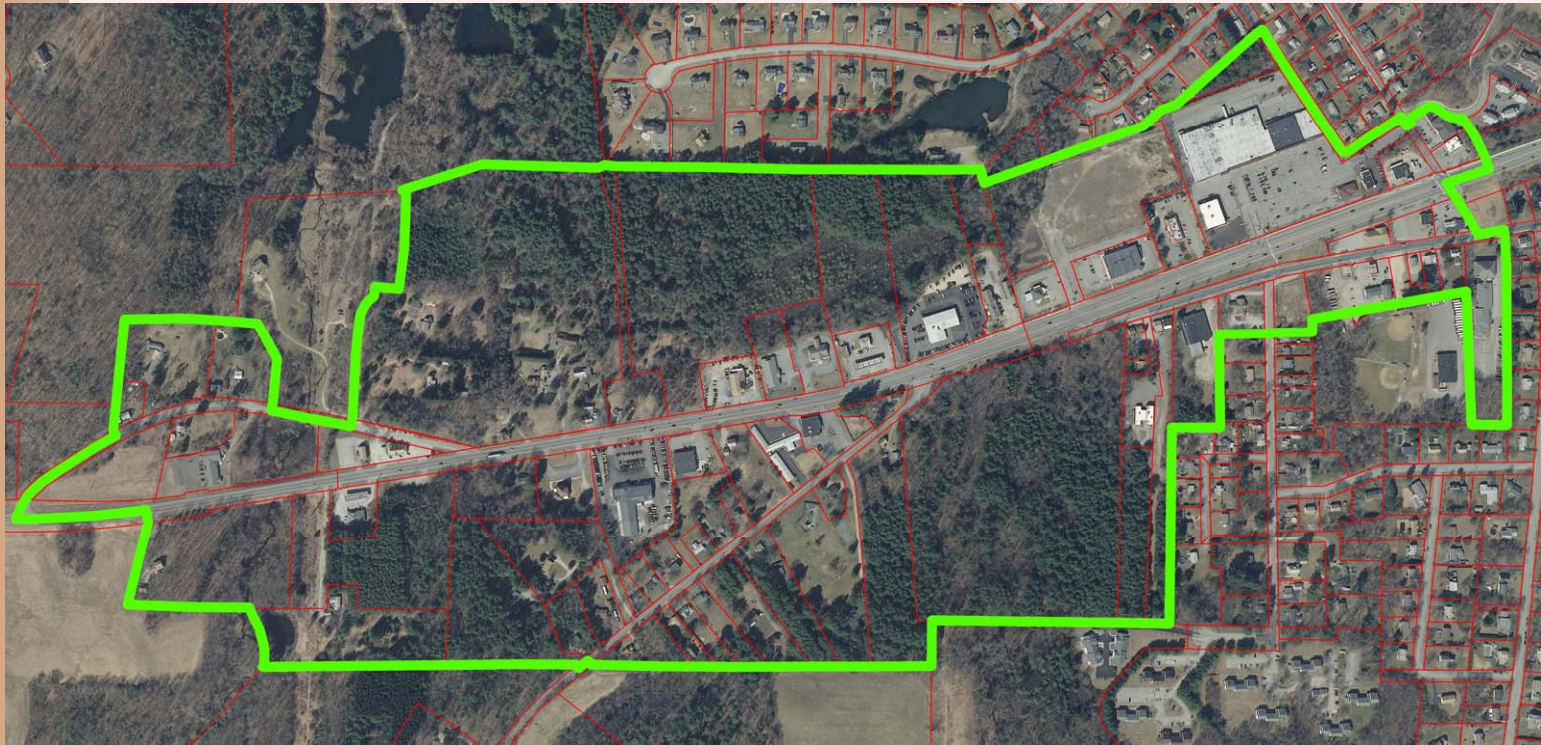


ANALYSIS OF BROOKLYN'S PC ZONE



Paula Stahl, LLA, AICP
Stahl & Associates, LLC

March 17, 2015



Stahl & Associates LLC

ANALYSIS OF BROOKLYN'S PC ZONE

Current Conditions

Development Potential

Fiscal Impact of Development Options

Conceptual Development Pattern

Recommendations



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CURRENT CONDITIONS

Fiscal Analysis of Zone
Current Development Pattern
Current Zoning Regulations



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CURRENT CONDITIONS



196.6 acres

76 parcels



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FISCAL ANALYSIS OF CURRENT CONDITIONS

Overview of PC Zone

	#	Acres	RE Assessment
Commercial Use	33	75.6	\$ 30,245,700
Residential Use	30	51.7	\$ 3,733,600
Tax Exempt	3	5.6	
Vacant	9	63.2	\$ 861,380
Total	76	196.6	\$ 34,840,680
at 23.43 Mills			\$ 816,317



COCS ANALYSIS: CURRENT CONDITIONS

Cost of Community Services Study –

- Developed 30+ years ago by AFT
- Used across the country
- Determines cost to provide services on a land use basis

Town of Brooklyn COCS

	<u>Residential</u>	<u>Commercial Industrial</u>	<u>Open Space Farm/Vacant</u>
Cost of Services Used or every dollar paid in Taxes	1.09	0.17	0.30



COCS ANALYSIS: CURRENT CONDITIONS

CT Cost of Community Services Studies

The dollar cost of services for every dollar paid in local taxes

	Residential	Commercial Industrial	Open Space Farm/Vacant
Bolton (1)	1.05	.23	.50
Brooklyn (3)	1.09	.17	.30
Coventry (3)	1.06	.25	.25
Durham (2)	1.07	.27	.23
Farmington (2)	1.33	.32	.31
Lebanon (3)	1.12	.16	.17
Litchfield (2)	1.11	.34	.34
Pomfret (2)	1.06	.27	.86
Windham (3)	1.15	.24	.19

(1) Geisler; (2) So. NE Forest Consortium; (3) Stahl



COCS ANALYSIS: CURRENT CONDITIONS

	Total Acres	Total RE Assessment	@ Mill Rate 23.43	COCS rate	Est. Cost for Serv	Net Fiscal Effect
Comm. Built Parcels	75.6	30,245,700	708,657	0.17	120,472	588,185
Vacant Parcels	63.2	861,380	20,182	0.30	6,055	14,127
Residential	51.7	3,733,600	87,478	1.09	95,351	(7,873)
Tax Exempt	5.6	1,950,700	-	0.17	7,770	(7,770)
	<u>196.6</u>	<u>36,791,380</u>	<u>816,317</u>		<u>229,648</u>	<u>586,670</u>



CURRENT CONDITIONS

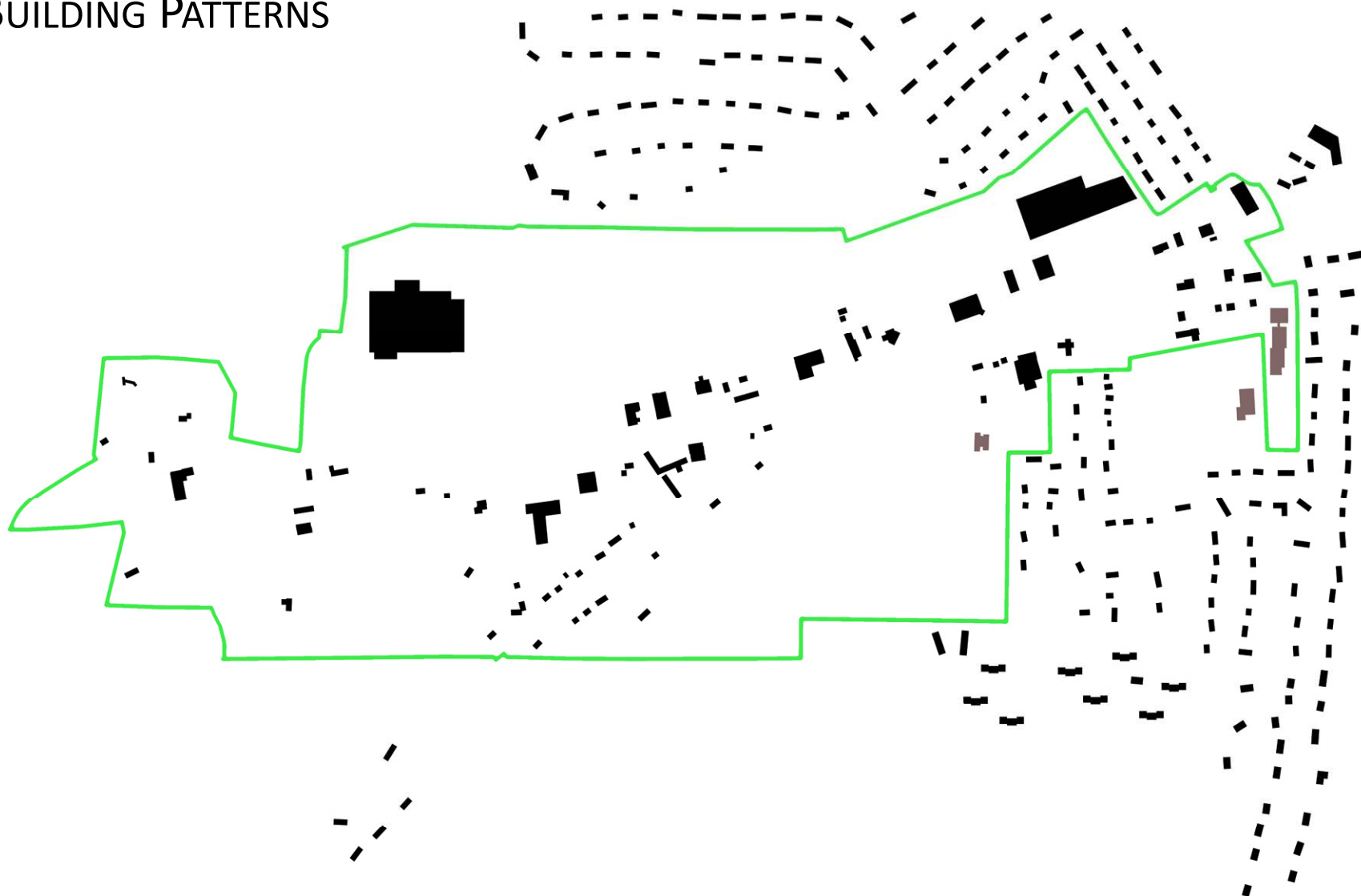
Current Development Pattern



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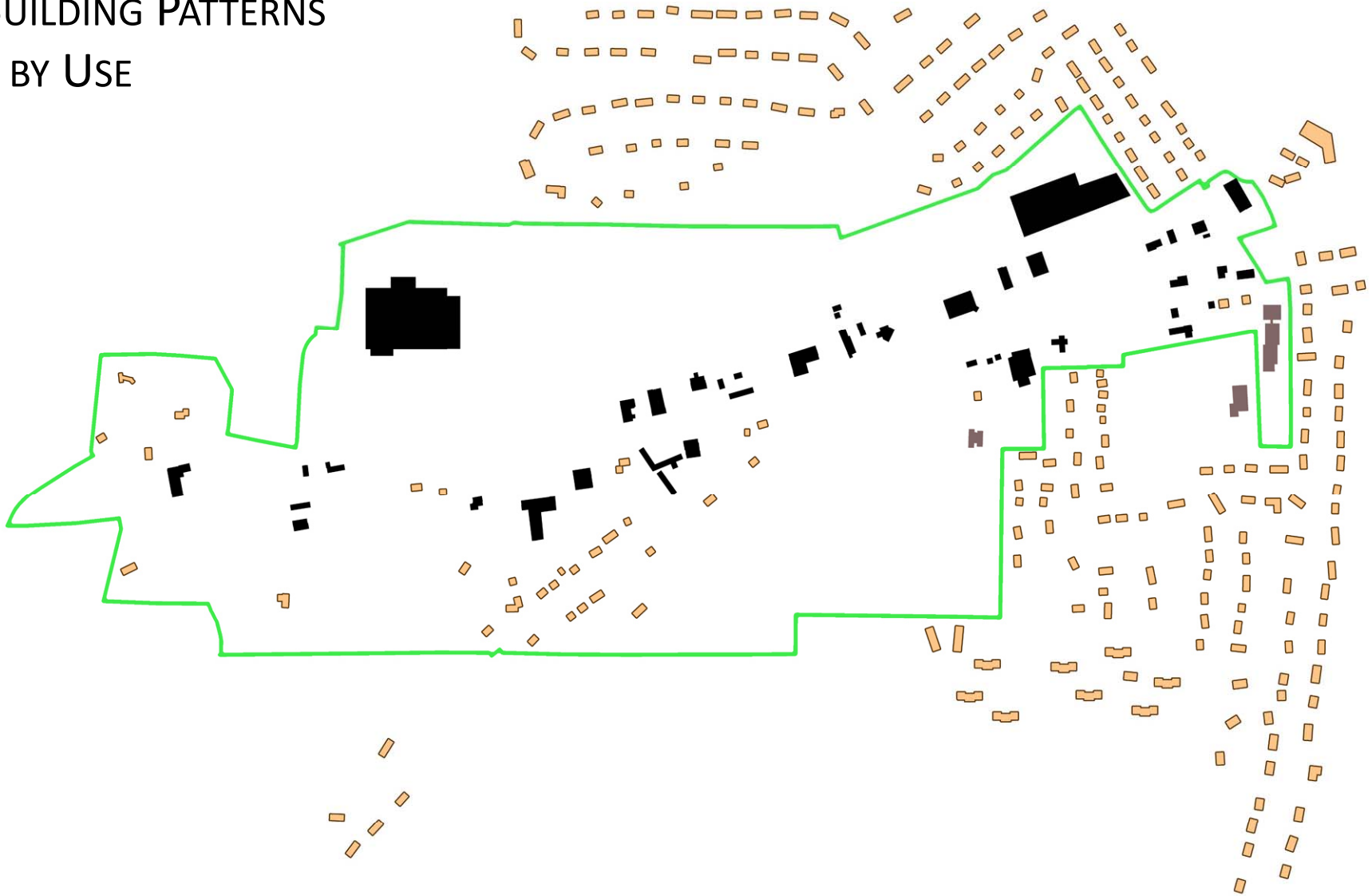
CURRENT DEVELOPMENT PATTERN

BUILDING PATTERNS

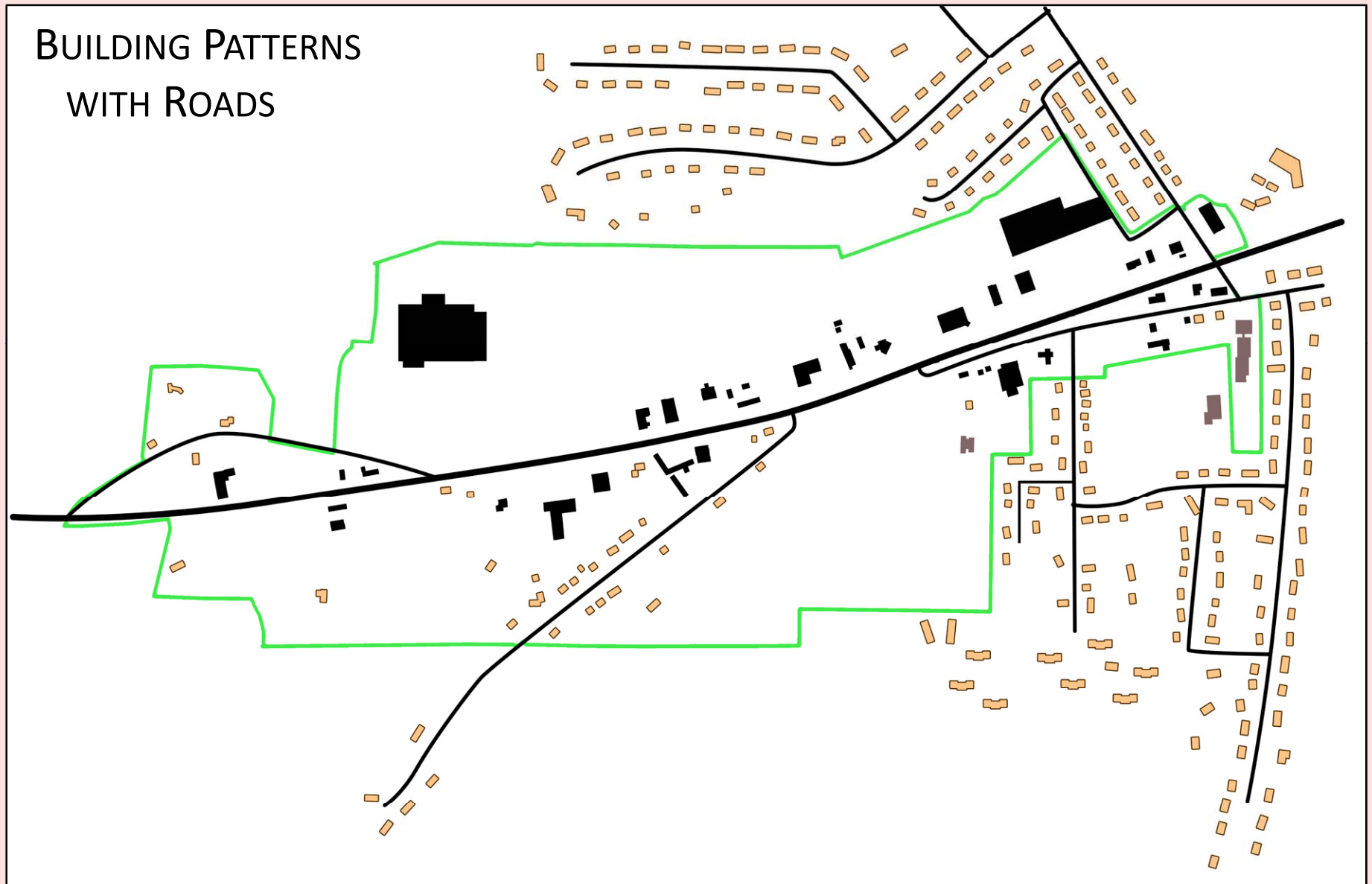


CURRENT DEVELOPMENT PATTERN

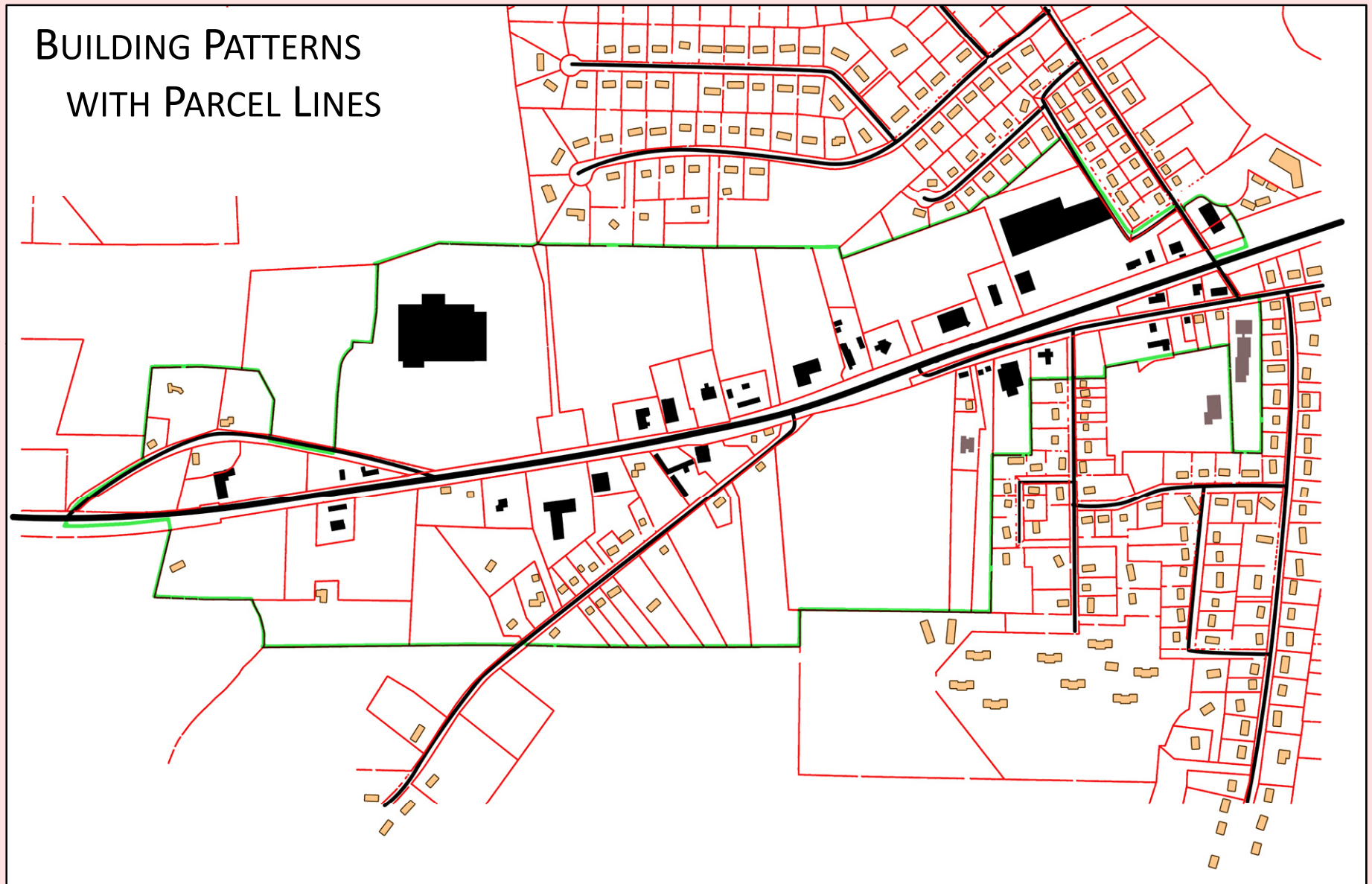
BUILDING PATTERNS
BY USE



CURRENT DEVELOPMENT PATTERN

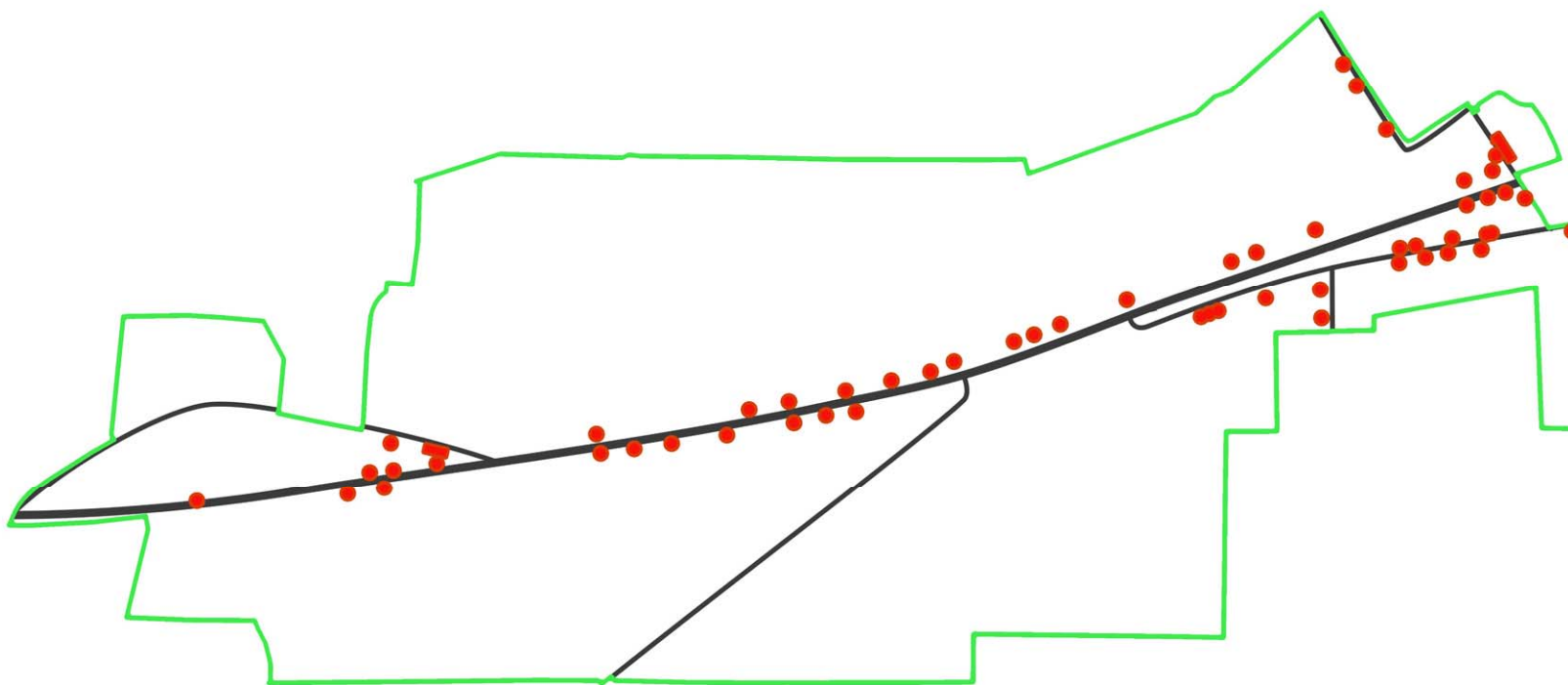


CURRENT DEVELOPMENT PATTERN



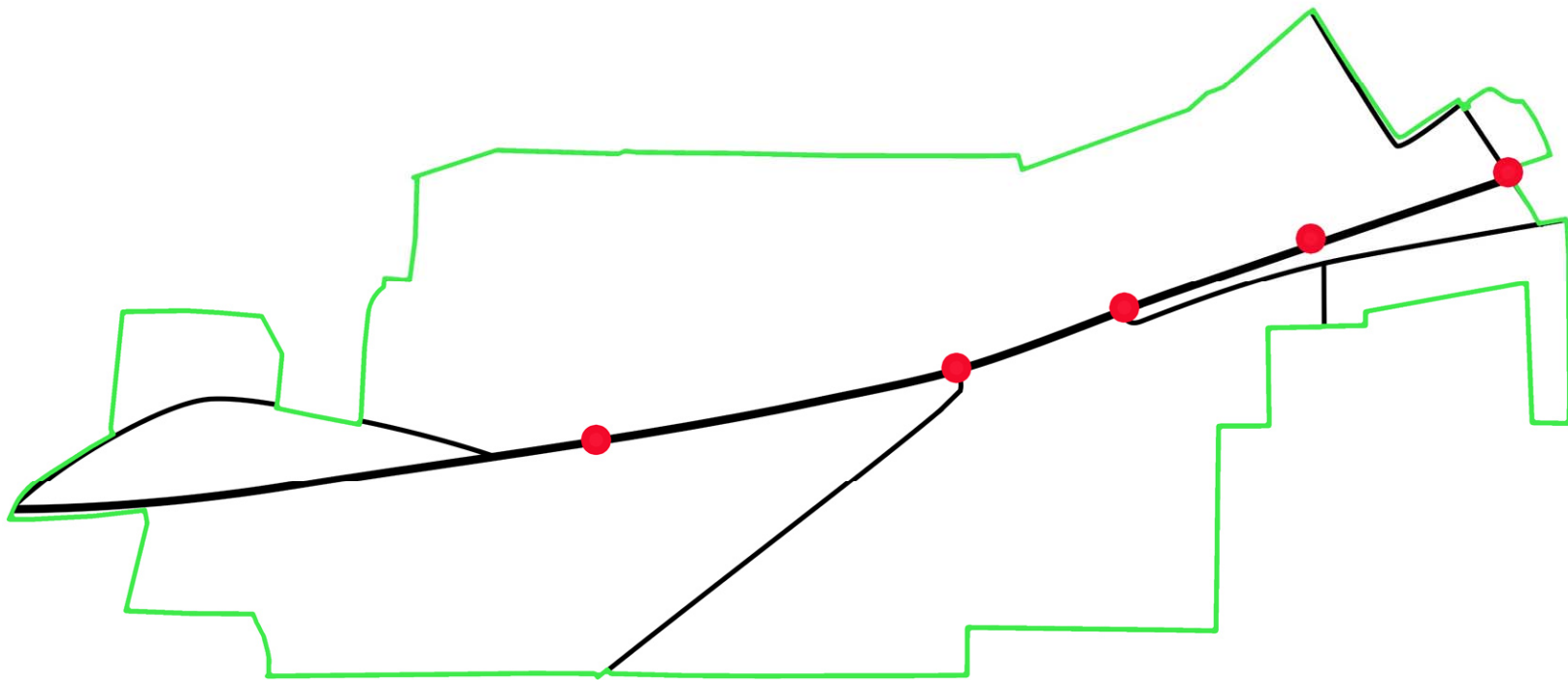
CURRENT DEVELOPMENT PATTERN

ROADWAY CURB CUTS



CURRENT DEVELOPMENT PATTERN

TRAFFIC LIGHTS



CURRENT CONDITIONS

PC Zone - Regulations

- Minimum Lot size: 30,000 sq.ft.
- Minimum Frontage: 100'
- Minimum Setbacks: 30'/45' front; 20' side/rear
- Maximum Impervious surfaces: 65%
- Maximum footprint: none
- Parking: retail/office 1/200 sq.ft.



PARKING



Parking dominates site as it's the largest area



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PARKING

Current Regulations – Retail 1 per 200 SqFt

Bldg SF	Current Parking SF	Walks & Serv Areas	Minimum Perv SF	Imperv %	Min SF Lot	Acres
2,500	4,875	1,000	4,606	65%	12,981	0.30
5,000	9,375	2,000	9,006	65%	25,381	0.58
10,000	18,750	4,000	18,013	65%	50,763	1.17
15,000	28,125	6,000	27,019	65%	76,144	1.75
25,000	46,875	10,000	45,031	65%	126,906	2.91
50,000	93,750	20,000	90,063	65%	253,813	5.83
100,000	187,500	40,000	180,125	65%	507,625	11.65
150,000	281,250	60,000	270,188	65%	761,438	17.48

Parking dominates site as it's the largest area



CURRENT CONDITIONS


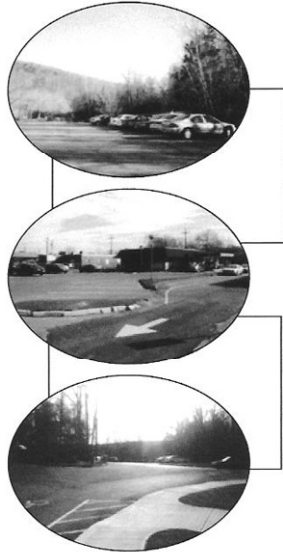
Northwest Connecticut Parking Study - Phase II

Model Zoning Regulations for Parking
for Northwestern Connecticut

Prepared Under Contract To:
**Northwestern Connecticut
Council of Governments and
Litchfield Hills Council of
Elected Officials**

Funded By:
Connecticut Department of
Environmental Protection

Prepared by:
Fitzgerald & Halliday, Inc.
72 Cedar Street
Hartford, CT 06106



September 2003



Stahl & Associates LLC

PARKING

F/H Study: Minimum – Retail 1 per 1000 SqFt

Bldg SF	Parking SF	Walks & Serv Areas	Minimum Perv SF	Imp %	Min SF Lot	Acres
2,500	1,950	1,000	2,998	65%	8,448	0.19
5,000	3,250	2,000	5,638	65%	15,888	0.36
10,000	6,500	4,000	11,275	65%	31,775	0.73
15,000	9,750	6,000	16,913	65%	47,663	1.09
25,000	12,188	10,000	25,953	65%	73,141	1.68
50,000	24,375	20,000	51,906	65%	146,281	3.36
100,000	48,750	40,000	103,813	65%	292,563	6.72
150,000	73,125	60,000	155,719	65%	438,844	10.07

Building dominates site as it's the largest area



REGULATE WITH VISION OF RESULT

Planned Commercial Zone Regulations

Lessen domination of parking

- Pull buildings forward with max. front setback
- Pervious area spread thru-out
- Let project need and maximum impervious determine lot size for project



FISCAL ANALYSIS OF CURRENT CONDITIONS

		Total Commercial Sq Ft	Acres	Total Current Assessment
Commercial Use		Number		
over 100,000 sq ft	2	253,756	36.5	15,655,100
50,000 - 100,000 sq ft	-	-	-	-
20,000 - 50,000 sq ft	-	-	-	-
10,000 - 20,000 sq ft	4	62,138	13.2	4,376,000
5,000 - 10,000 sq ft	8	57,514	11.3	4,118,500
less than 5,000 sq ft	19	47,189	15.2	6,096,100
	33	420,597	76.2	30,245,700



FISCAL ANALYSIS OF CURRENT CONDITIONS

Commercial Assessment Examples

	Acres	Bld SF	RE Assessment	Assessment Per Acre
Wal-Mart	25.5	147,139	\$ 11,559,200	\$ 453,658
CVS	1.4	13,472	\$ 2,097,100	\$1,497,929
Dunkin' Donuts	1.1	4,825	\$ 660,000	\$ 600,000
Jewett City Savings	1.6	3,388	\$ 609,000	\$ 390,388



FISCAL ANALYSIS OF CURRENT CONDITIONS

Commercial Assessment Examples

	Acres	Bld SF	RE Assessment	Assessment Per Bldg SF
Wal-Mart	25.5	147,139	\$ 11,559,200	\$ 79
CVS	1.4	13,472	\$ 2,097,100	\$156
Dunkin' Donuts	1.1	4,825	\$ 660,000	\$ 137
Jewett City Savings	1.6	3,388	\$ 609,000	\$ 180



POTENTIAL NEW DEVELOPMENT AREAS



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POTENTIAL NEW DEVELOPMENT AREAS

UNBUILDABLE AREAS



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POTENTIAL NEW DEVELOPMENT AREAS

UNBUILDABLE AREAS



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POTENTIAL NEW DEVELOPMENT AREAS

BUILDABLE AREAS OF VACANT PARCELS



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POTENTIAL NEW DEVELOPMENT AREAS

OPPORTUNITIES FOR INFILL



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POTENTIAL NEW DEVELOPMENT AREAS

BUILDABLE AREAS OF RESIDENTIAL PROPERTIES ON PRIMARY ROADS



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POTENTIAL NEW DEVELOPMENT AREAS

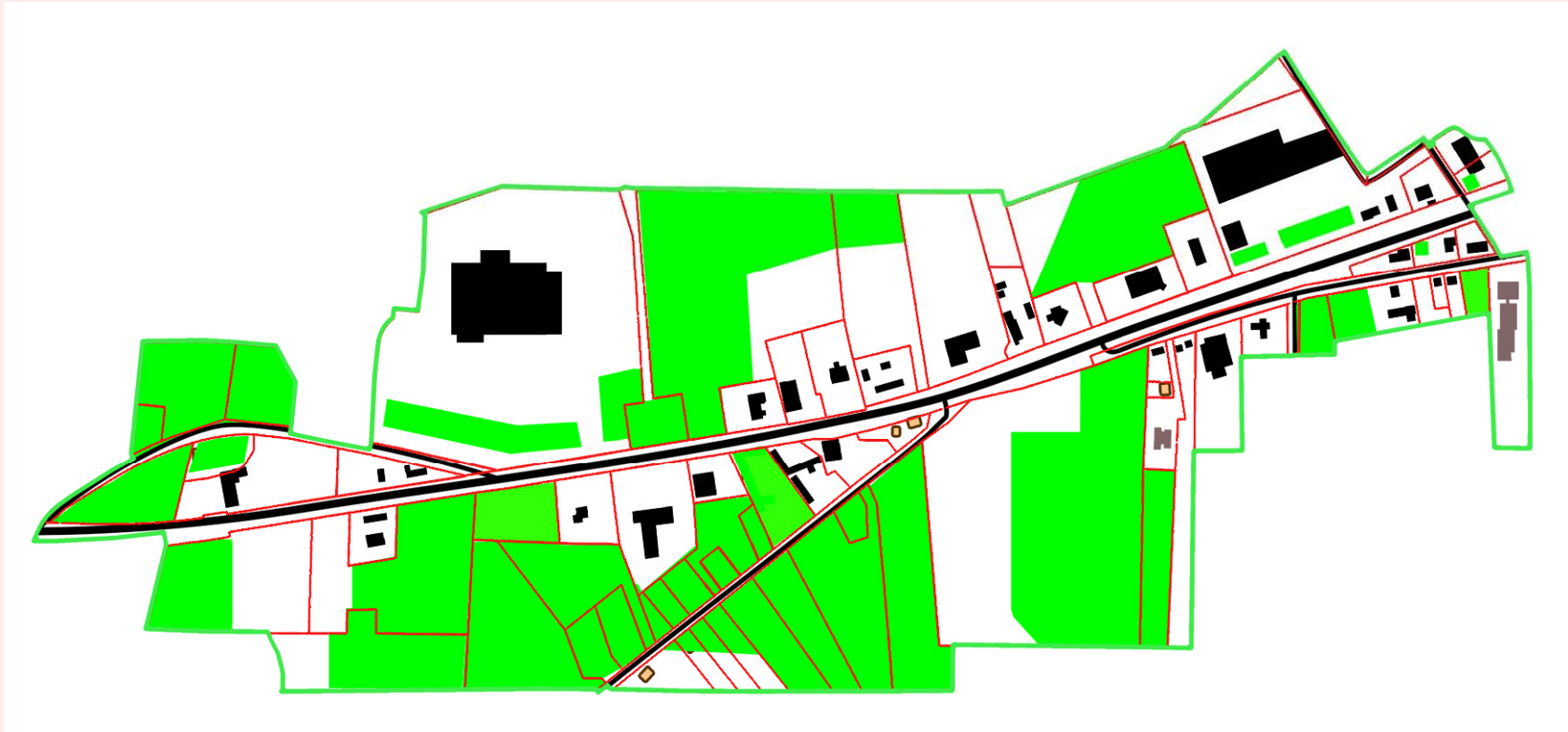
BUILDABLE AREAS OF OTHER PARCELS WITH RESIDENTIAL USE



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POTENTIAL NEW DEVELOPMENT AREAS

ALL POTENTIALLY BUILDABLE AREAS



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POTENTIAL NEW DEVELOPMENT AREAS

ALL POTENTIALLY BUILDABLE AREAS – POSSIBLE DISTRICT CHANGES



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POTENTIAL NEW DEVELOPMENT AREAS

ALL POTENTIALLY BUILDABLE AREAS – POSSIBLE DISTRICT CHANGES



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FISCAL IMPACT OF POTENTIAL BUILD-OUT

Based on build-out for 3 scenarios:

- Scenario 1 – No zoning change
- Scenario 2 – Revised parking & max. sq.ft.
- Scenario 3 – Mixed-use increased

Assumption: each buildable area is built with reasonable-sized footprint (60% of max); assessment similar to current rates.



COCS ANALYSIS: CURRENT CONDITIONS

CURRENT CONDITON

	Total Acres	Total RE Assessment	@ Mill Rate 23.43	COCS rate	Est. Cost for Serv	Net Fiscal Effect
Comm. Built Parcels	75.6	30,245,700	708,657	0.17	120,472	588,185
Vacant Parcels	63.2	861,380	20,182	0.30	6,055	14,127
Residential	51.7	3,733,600	87,478	1.09	95,351	(7,873)
Tax Exempt	5.6	1,950,700	-	0.17	7,770	(7,770)
	<u>196.6</u>	<u>36,791,380</u>	<u>816,317</u>		<u>229,648</u>	<u>586,670</u>



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FISCAL EFFECT: BUILD-OUT, SCENARIO 1

NO CHANGE TO ZONING

	Total Acres	Total RE Assessment	@ Mill Rate 23.43	COCS rate	Est. Cost for Serv	Net Fiscal Effect
Comm. Built Parcels	75.6	30,245,700	708,657	0.17	120,472	588,185
Add'l Commercial Est. 417,500 SqFt	114.9	34,190,000	801,072	0.17	136,182	664,890
Residential	0	0				
Tax Exempt	5.6	1,950,700	-	0.17	7,770	(7,770)
	<u>196.6</u>	<u>66,386,400</u>	<u>1,509,729</u>		<u>264,424</u>	<u>1,245,305</u>

Estimated additional fiscal effect

658,635



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FISCAL EFFECT: BUILD-OUT, SCENARIO 2

REVISE ZONING FOR PARKING & MAX RETAIL

	Total Acres	Total RE Assessment	@ Mill Rate 23.43	COCS rate	Est. Cost for Serv	Net Fiscal Effect
Comm. Built Parcels	75.6	30,245,700	708,657	0.17	120,472	588,185
Est. 57,000 SqFt Infill		6,120,000	143,392	0.17	24,377	119,015
Add'l Commercial	114.9	50,595,000	1,185,441	0.17	201,525	983,916
Est. 535,000 SqFt						
Residential	0	0				
Tax Exempt	5.6	1,950,700	-	0.17	7,770	(7,770)
	<u>196.6</u>	<u>88,911,020</u>	<u>2,037,490</u>		<u>354,144</u>	<u>1,683,346</u>

Estimated additional fiscal effect

1,096,676



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FISCAL EFFECT: BUILD-OUT, SCENARIO 3

Mixed-Use on upper level

Pro:

Provide additional housing options

Supports Transit-Oriented-Development

Efficient use of land as parking would be shared

Con:

Residential has a negative fiscal impact

Financing difficult to obtain for new mixed-use



FISCAL EFFECT: BUILD-OUT, SCENARIO 3

REVISE ZONING & INCREASE MIXED-USE

	Total Acres	Total RE Assessment	@ Mill Rate 23.43	COCS rate	Est. Cost for Serv	Net Fiscal Effect
Comm. Built Parcels	75.6	30,245,700	708,657	0.17	120,472	588,185
Est. 57,000 SqFt Infill		6,120,000	143,392	0.17	24,377	119,015
Add'l Commercial	114.9	50,595,000	1,185,441	0.17	201,525	983,916
Est. 535,000 SqFt						
Residential, 100 units	0	7,500,000	175,725	1.09	191,540	(15,816)
Tax Exempt	5.6	1,950,700	-	0.17	7,770	(7,770)
	<u>196.6</u>	<u>96,411,400</u>	<u>2,213,215</u>		<u>545,574</u>	<u>1,667,531</u>

Estimated additional fiscal effect

1,080,861



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POTENTIAL NEW DEVELOPMENT

What's best for Brooklyn ?



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Community & Natural Resource Planning Program



University of
Connecticut
College of Agriculture
and Natural Resources
Cooperative Extension System

University of Connecticut
Cooperative Extension System



CLEAR
Center for Land Use Education & Research



Connecticut Environmental Review Team



ECONOMIC DEVELOPMENT

Community & Natural Resource Planning Program

Torrington, CT May 8, 2012

Paula Stahl, LLA, ASLA, AICP
*University of Connecticut Extension Faculty
Finance and Community Planning*

Studies – Local Economy Fiscal Effect



Tischler & Associates – Town of Barnstable MA

	Assessment <u>per 1000s.f.</u>
Business Park	56,000
Office	69,000
Shopping Center	68,000
Big Box	39,000
Specialty Retail	101,000
Hotel	30,000
Restaurant	81,000
Fast Food Restaurant	189,000

Studies – Local Economy Fiscal Effect



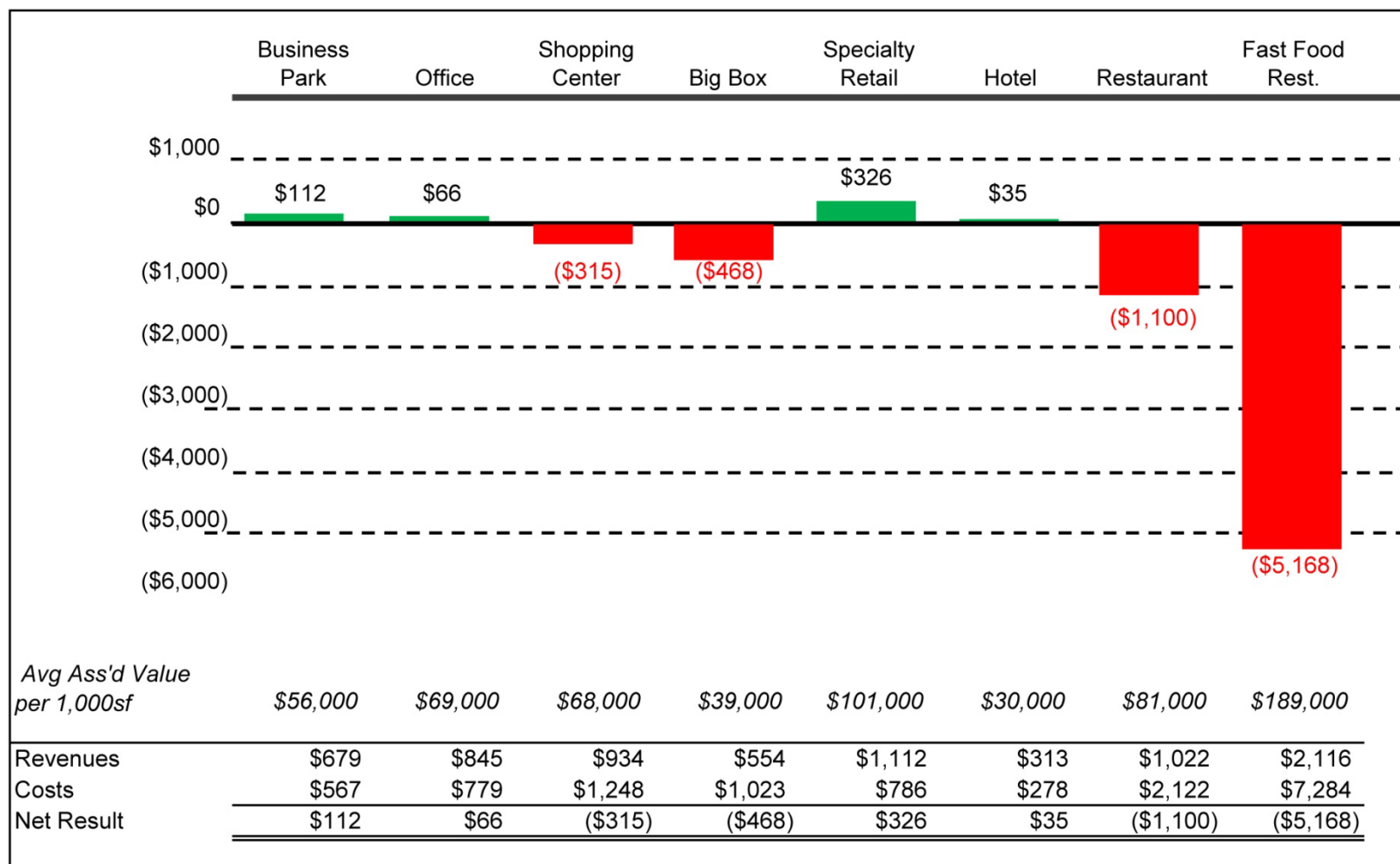
Tischler & Associates – Town of Barnstable MA

	<u>Assessment per 1000s.f.</u>	<u>Net Revenue and Costs per 1000s.f.</u>
Business Park	56,000	\$ 112
Office	69,000	\$ 66
Shopping Center	68,000	\$ - 315
Big Box	39,000	\$ - 468
Specialty Retail	101,000	\$ 326
Hotel	30,000	\$ 35
Restaurant	81,000	\$ -1,100
Fast Food Restaurant	189,000	\$ -5,168

Studies – Local Economy Fiscal Effect



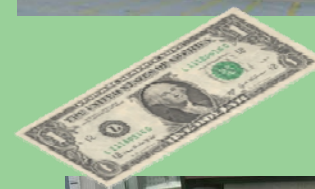
Annual Net Fiscal Results - Nonresidential Properties Town of Barnstable, MA Prototype Land Use Fiscal Analysis Tischler & Associates, Inc.



Local Economy



Multiplier effect: the number of times one \$1 flows within your community before it is spent elsewhere



Local Economy



Business sectors that traditionally have **high** local multiplier:

- high-tech industries
- manufacturers
- medical
- creative industry
- service providers
- tourism
- employs skilled workers



Business sectors that traditionally have **low** local multiplier:

- big box retailers
- chain retailers
- chain restaurants
- pharmacies

Potential hidden pitfalls



Hidden Costs

Pineville, NC



- Openly embraced chain superstores in the past decade
- Realized they had to raise taxes to subsidize all the added public costs generated by big box stores and strip development
- Turned down a Wal-Mart Inc. "supercenter" after fiscal impact study projected annual additional cost of \$120,000



POTENTIAL NEW DEVELOPMENT

Typical Big Box footprint

Retail Gross Floor Area	Typical Sq.Ft.
Lowes, Home Depot	100,000+
Target	80,000-135,000
Price Chopper, Stop & Shop	50,000-80,000
Aldi	15,000
BJ's, Sam's Club, CostCo	80,000-145,000



POTENTIAL NEW DEVELOPMENT

Conceptual Design of Development



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POTENTIAL NEW DEVELOPMENT

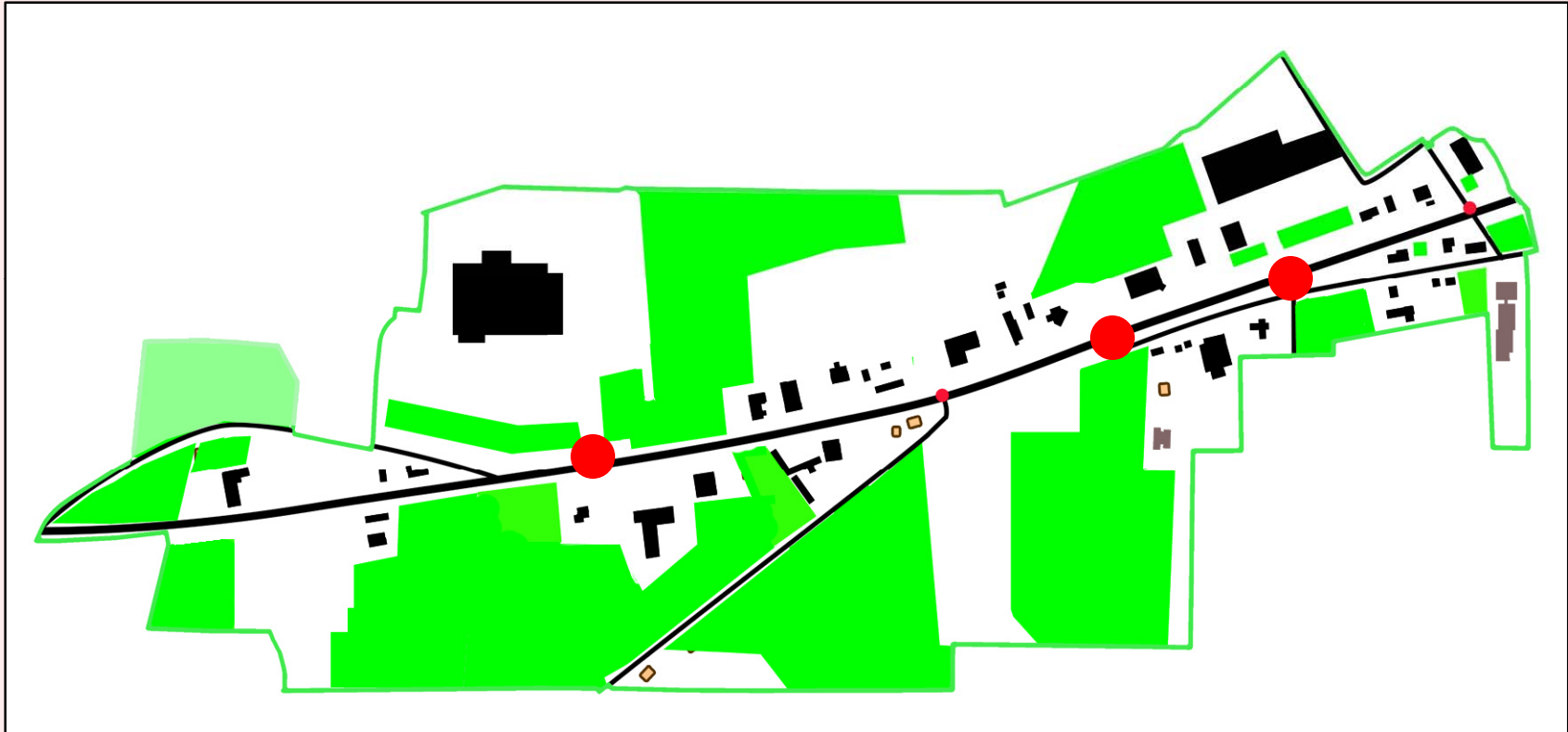
Conceptual Development Assumptions:

- Parking regulations revised
- Maximum gross floor area capped at 50,000
- Brickyard Road rezoned
- Gateway Setbacks revised
- Some road changes



POTENTIAL NEW DEVELOPMENT

ALL BUILDABLE AREAS WITH POSSIBLE ROAD ACCESS POINTS



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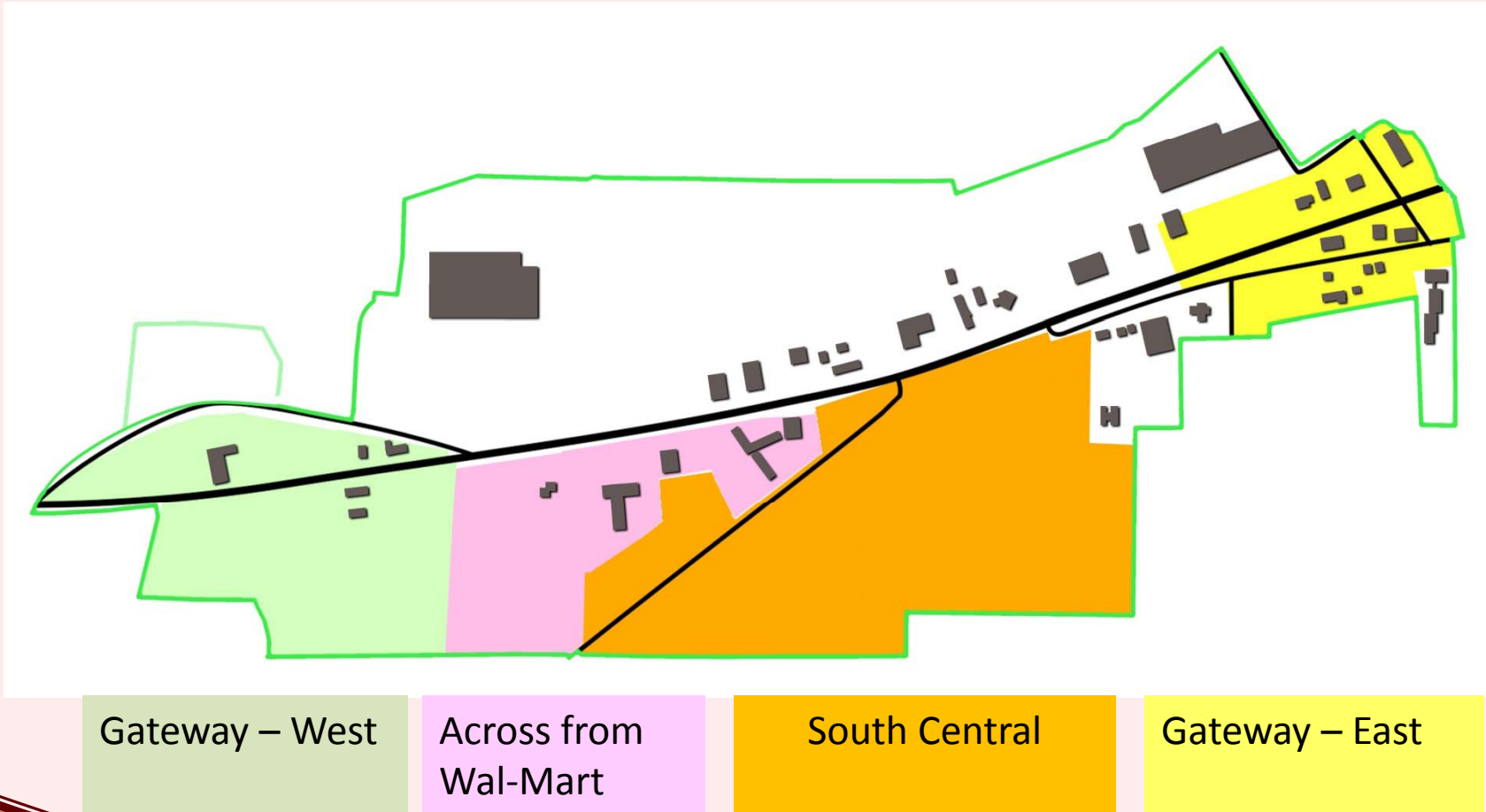
POTENTIAL NEW DEVELOPMENT

ALL BUILDABLE AREAS WITH POSSIBLE ROAD ACCESS POINTS



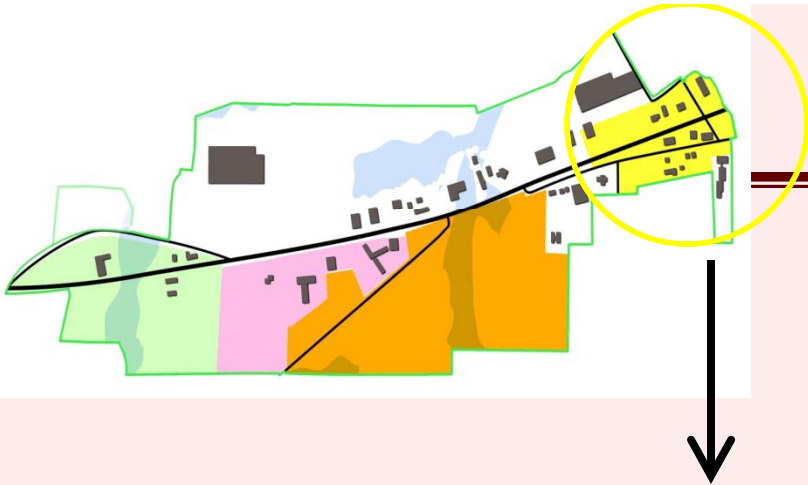
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FISCAL IMPACT: 4 FOCUS AREAS



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GATEWAY EAST



- Additional Development
 - 33,000 SqFt
 - 7 buildings and 1 addition
 - \$3,600,000 est. RE Ass'mt
 - \$84,348 at 23.43mills
- Buildings setback limited
- Rte 6 curb cuts eliminated

■ Existing Building
■ New Building



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GATEWAY WEST



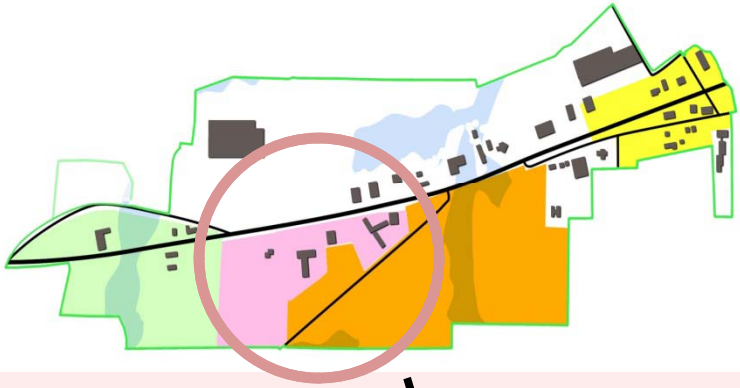
- Additional Development
 - 79,000 SqFt
 - 6 buildings
 - \$9,480,000 est. RE Ass'mt
 - \$222,116 at 23.43mills
- Brickyard Road reconfigured

■ Existing Building
■ New Building



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ACROSS FROM WAL-MART



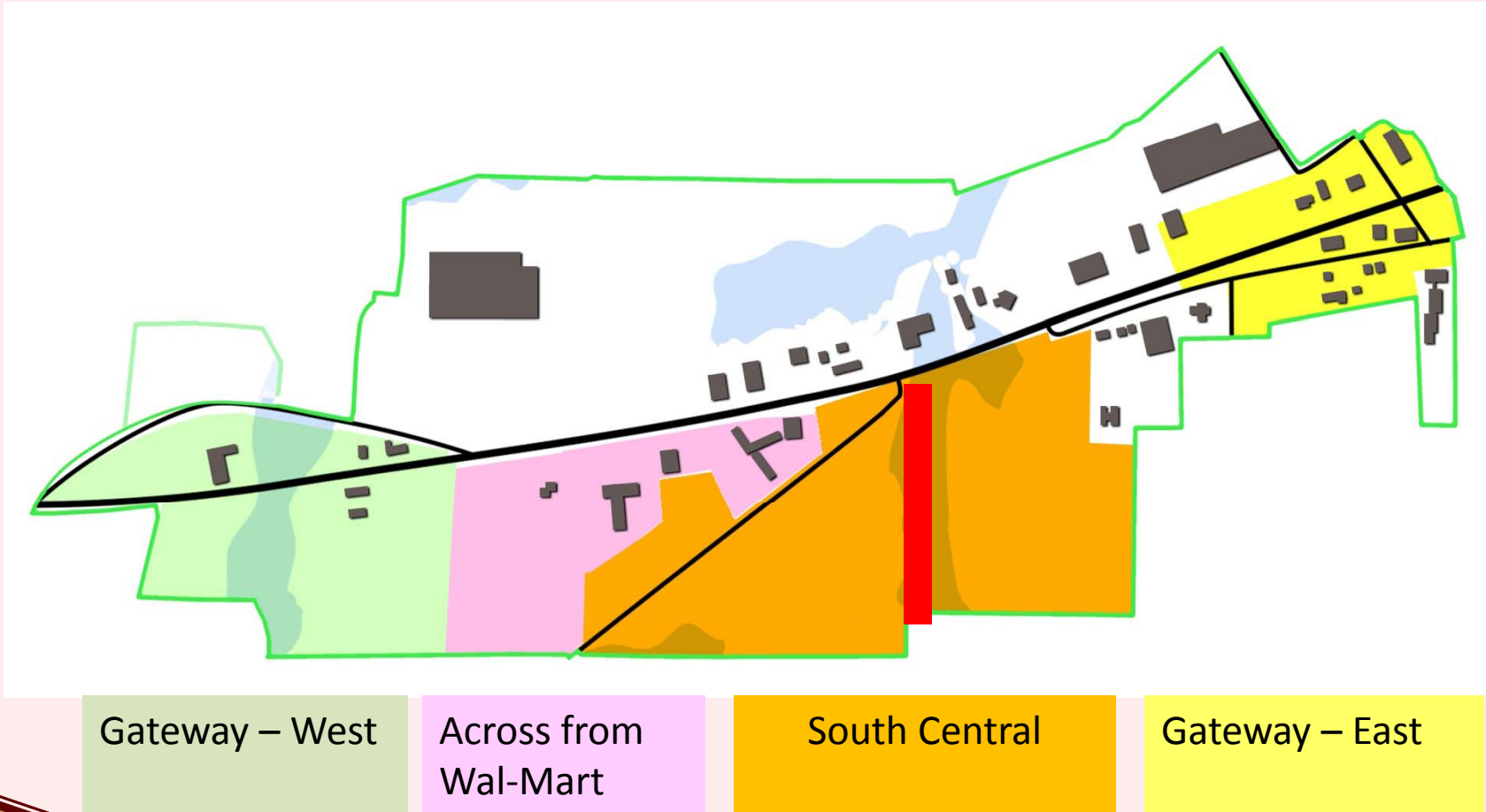
- Additional Development
 - 87,900 SqFt
 - 7 buildings and 1 addition
 - \$9,948,000 est. RE Ass'mt
 - \$233,081 at 23.43mills
- New road to Allen Hill Rd

■ Existing Building
■ New Building

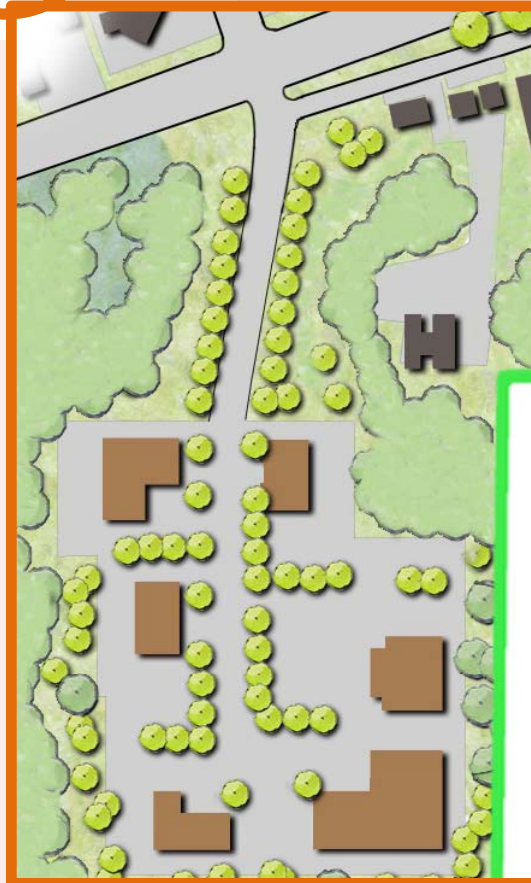


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FISCAL IMPACT: 4 FOCUS AREAS



SOUTH CENTRAL EAST



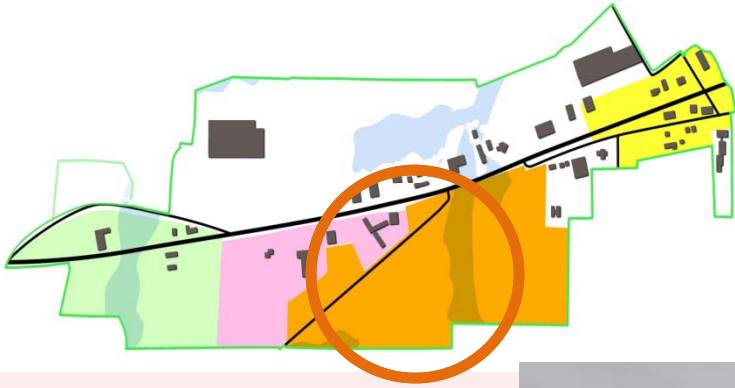
- Additional Development
 - 125,000 SqFt
 - 6 buildings
 - \$12,350,000 est. RE Ass'mt
 - \$289,360 at 23.43mills
- Access opposite of CVS drive

■ Existing Building
■ New Building



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SOUTH CENTRAL WEST

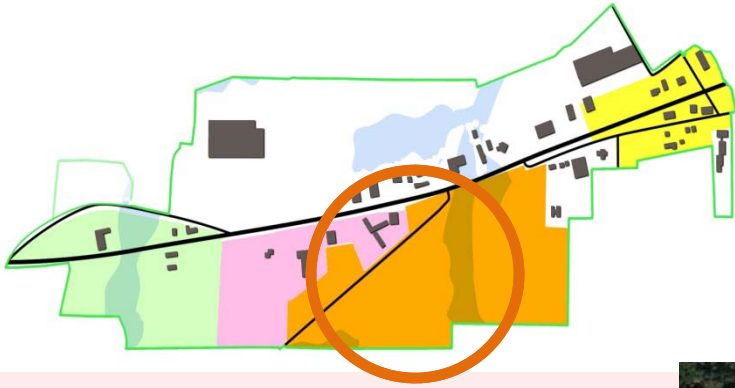


Commerce Way, South Windsor



Stahl & Associates LLC

SOUTH CENTRAL WEST

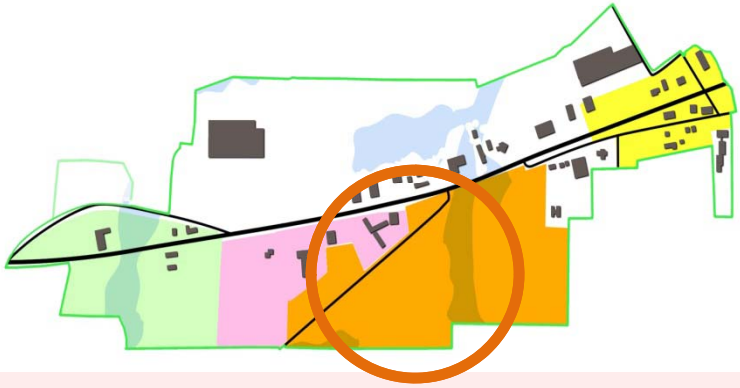


Commerce Way, South Windsor



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SOUTH CENTRAL WEST



- Additional Development
 - 129,000 SqFt
 - 15 bus park buildings
 - 1 building on Rte 6
 - \$5,800,000 est. RE Ass'mt
 - \$135,894 at 23.43 mills
- Access off new Allen Hill Rd

■ Existing Building
■ New Building



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POTENTIAL NEW DEVELOPMENT

ALL BUILDABLE AREAS WITH POSSIBLE ROAD RE-ALIGNMENT & ZONE CHANGE



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POTENTIAL NEW DEVELOPMENT

FIGURE GROUND ANALYSIS



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POTENTIAL NEW DEVELOPMENT

ALL BUILDABLE AREAS WITH POSSIBLE ROAD RE-ALIGNMENT & ZONE CHANGE



Stahl & Associates LLC

FISCAL ANALYSIS SUMMARY



Stahl & Associates LLC

FISCAL ANALYSIS SUMMARY

	Est RE Assessment	@ Mill Rate 23.43	Est. Cost for Serv	Net Fiscal Effect
Current Dev't	36,791,380	816,317	229,648	586,670
Scenario 1	66,386,400	1,509,729	264,424	1,456,305
Scenario 2	88,911,400	2,037,490	354,144	1,683,346
Conceptual Dev't	85,067,700	1,993,136	338,833	1,654,303
100 Res Units	+ 7,500,000	175,725	191,540	(15,815)



RECOMMENDATIONS

- Consider Revising Zoning Map
 - Add 72 South Main Street to PC
 - Remove 3 parcels north of Brickyard Rd
 - Create sub-zone of Gateway East
 - Maximum front set back 30'; trees within setback
 - Access only off Day St and South Main
 - Add portion of Allen Hill Road to sub-zone of IZ with appropriate uses and footprints to create a business park.



RECOMMENDATIONS

- Consider Revising Zoning Regulations –
 - Incorporate Fitzgerald & Halliday parking study, effectively maximizing lot area
 - Limit gross floor area per business to 30,000 - 65,000 sf
 - Require 50% of pervious surface be landscaped areas between building & street, and in parking lots



RECOMMENDATIONS

- Consider Revising Zoning Regulations –
 - Remove limitations of mixed-use in PC until comfortable level of units is achieved; set size limits for residential units.
 - Alternatively, to encourage village-style development, permit mixed-use only in Gateways.



RECOMMENDATIONS

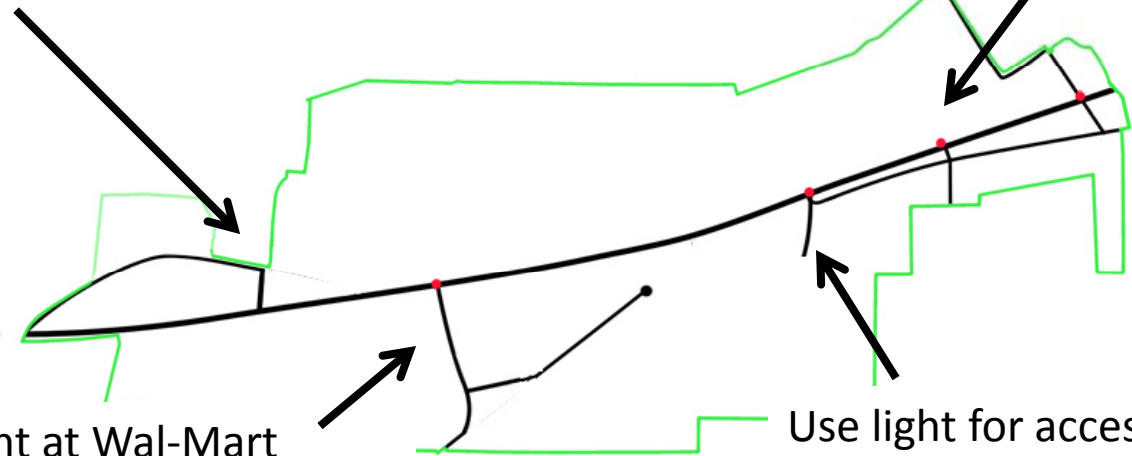
- Consider Changes to Roadways – while development is conceptual

Remove eastern portion of Brickyard Rd, possibly connect at 90° angle

Extend Proulx

Align Allen Hill Road to light at Wal-Mart
Former Allen Hill becomes Business Park Rd.

Use light for access road to South Central area



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DISCUSSION



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