

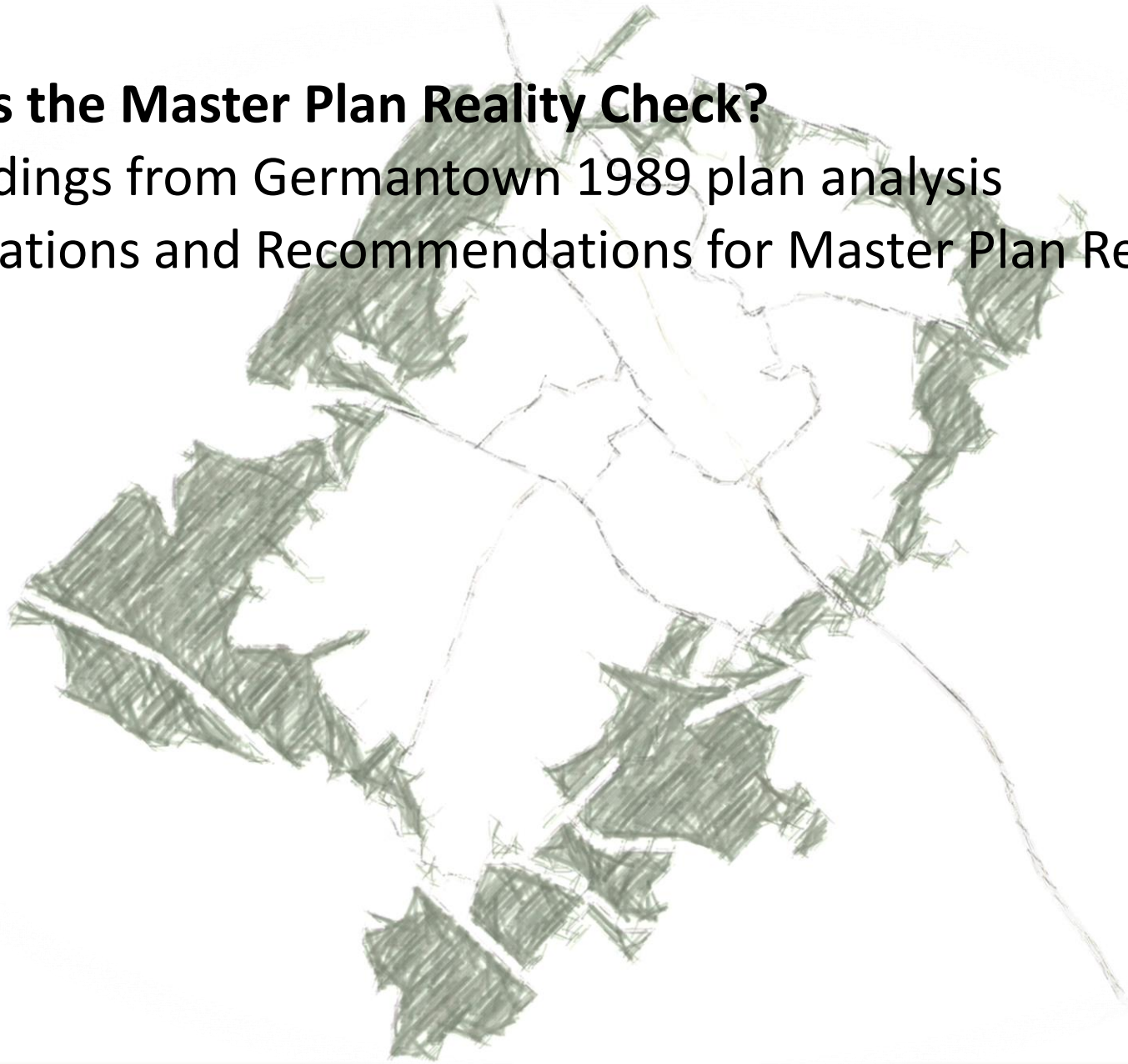


# Master Plan Reality Check Data Book

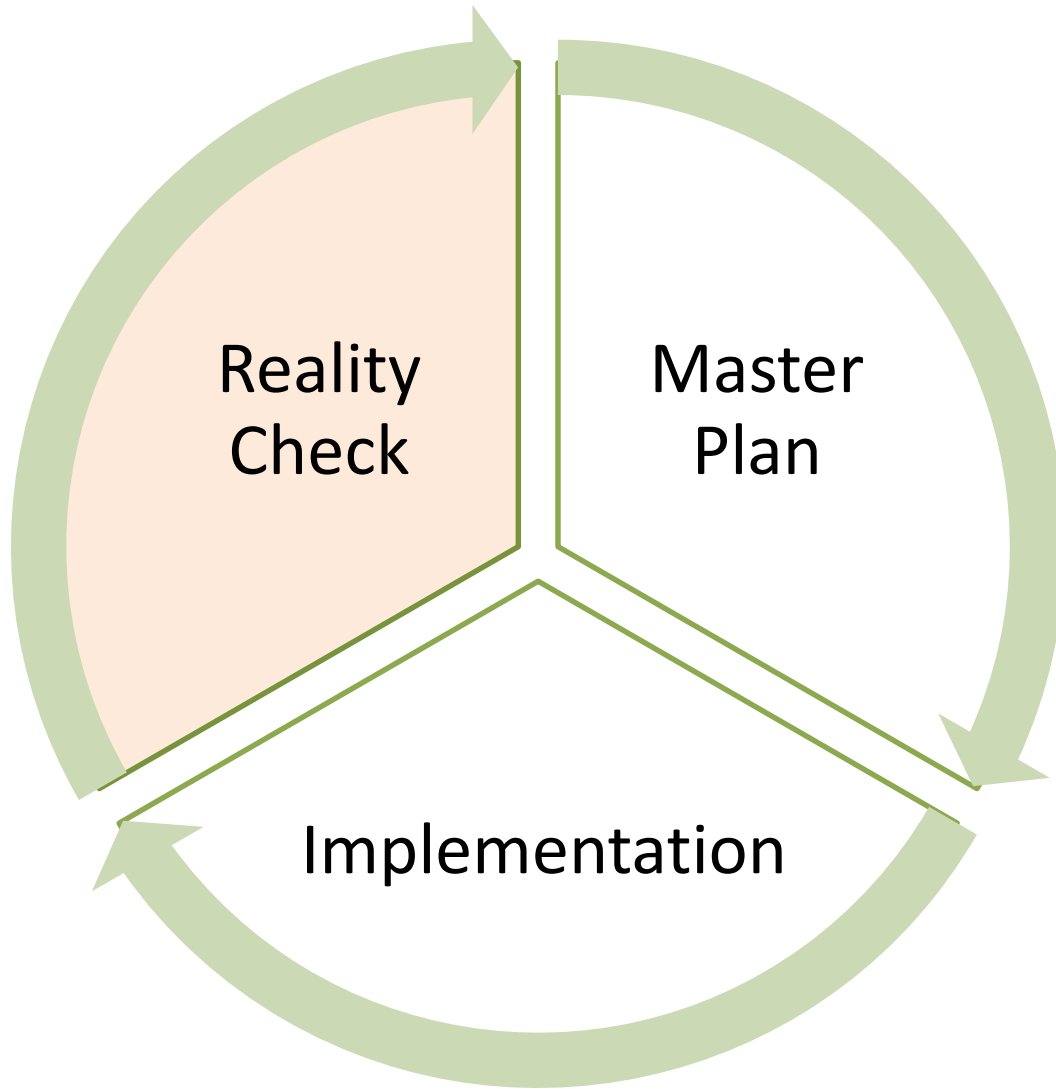
Presentation to the Montgomery County Planning Board  
*July 28, 2016*

# Agenda

- **What is the Master Plan Reality Check?**
- Key findings from Germantown 1989 plan analysis
- Observations and Recommendations for Master Plan Reality Check



# What is the purpose of the Master Plan Reality Check?



Gauge how master plan goals and vision have been implemented

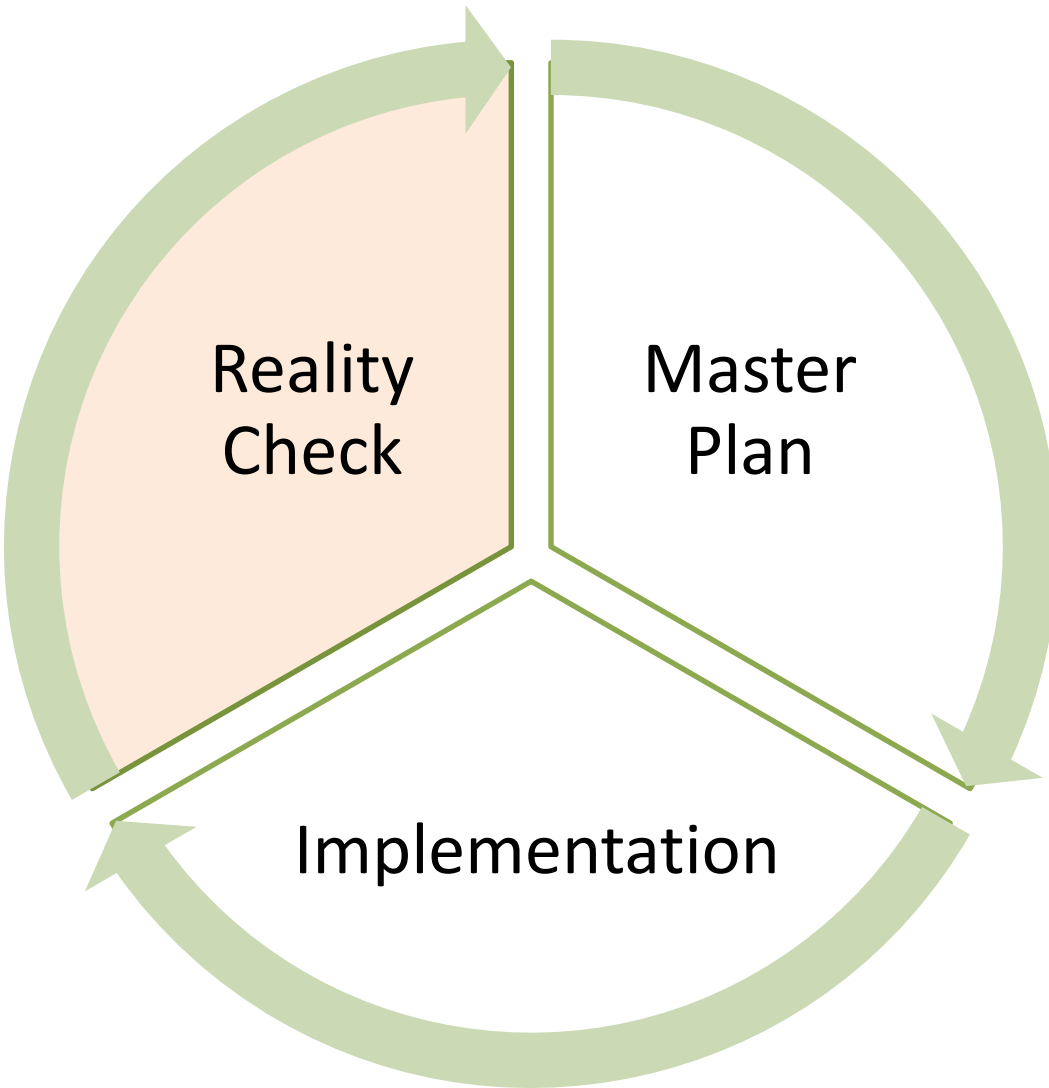


Evaluate why expected outcomes were and were not met

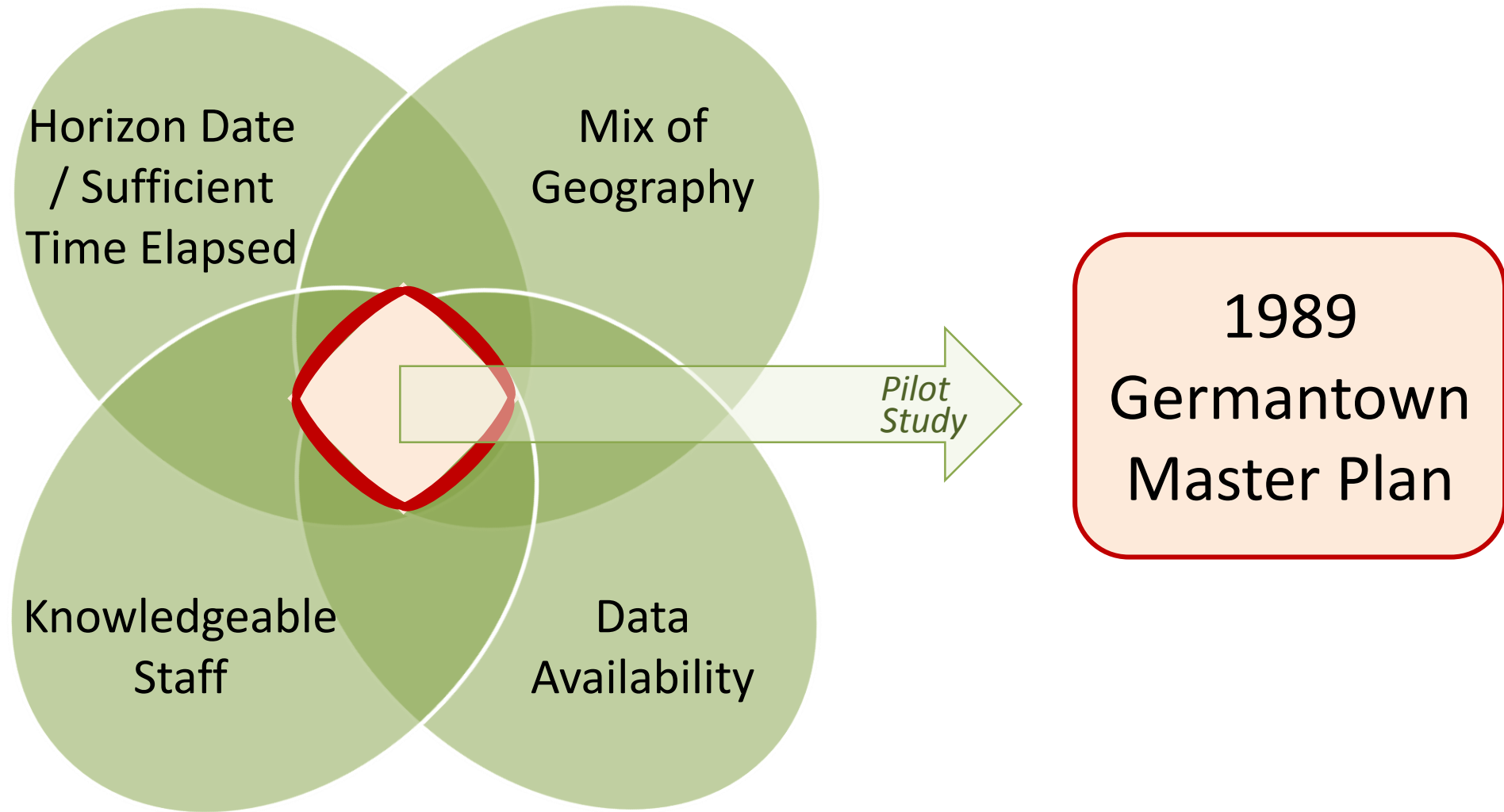


Recommend changes to the development of master plans, based on indicators

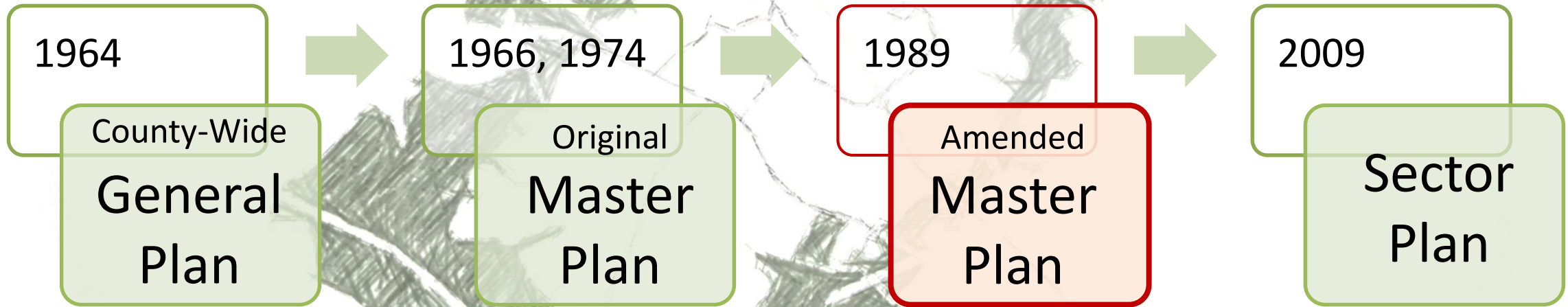
# What is the process of the Master Plan Reality Check?



Germantown was selected as a pilot project based on four criteria.



# Additional plans were reviewed to understand context for 1989 Plan.



The study conducted an in-depth analysis of over 20 indicators in six categories.

Category	Indicator	Geography
1. Residential Development	- Number of dwelling units & population	Germantown
	- Housing type mix	
	- Approved but unbuilt projects	
	- Housing affordability	
2. Non-residential Development	- Building space by use	Employment Corridor & Town Center
	- FAR utilization	
	- Approved but unbuilt projects	
	- Number of jobs	Germantown
	- Jobs/housing ratio	
	- Resident workforce live/work ratio	
	- Comparable employment centers	Columbia, MD
		Reston, VA

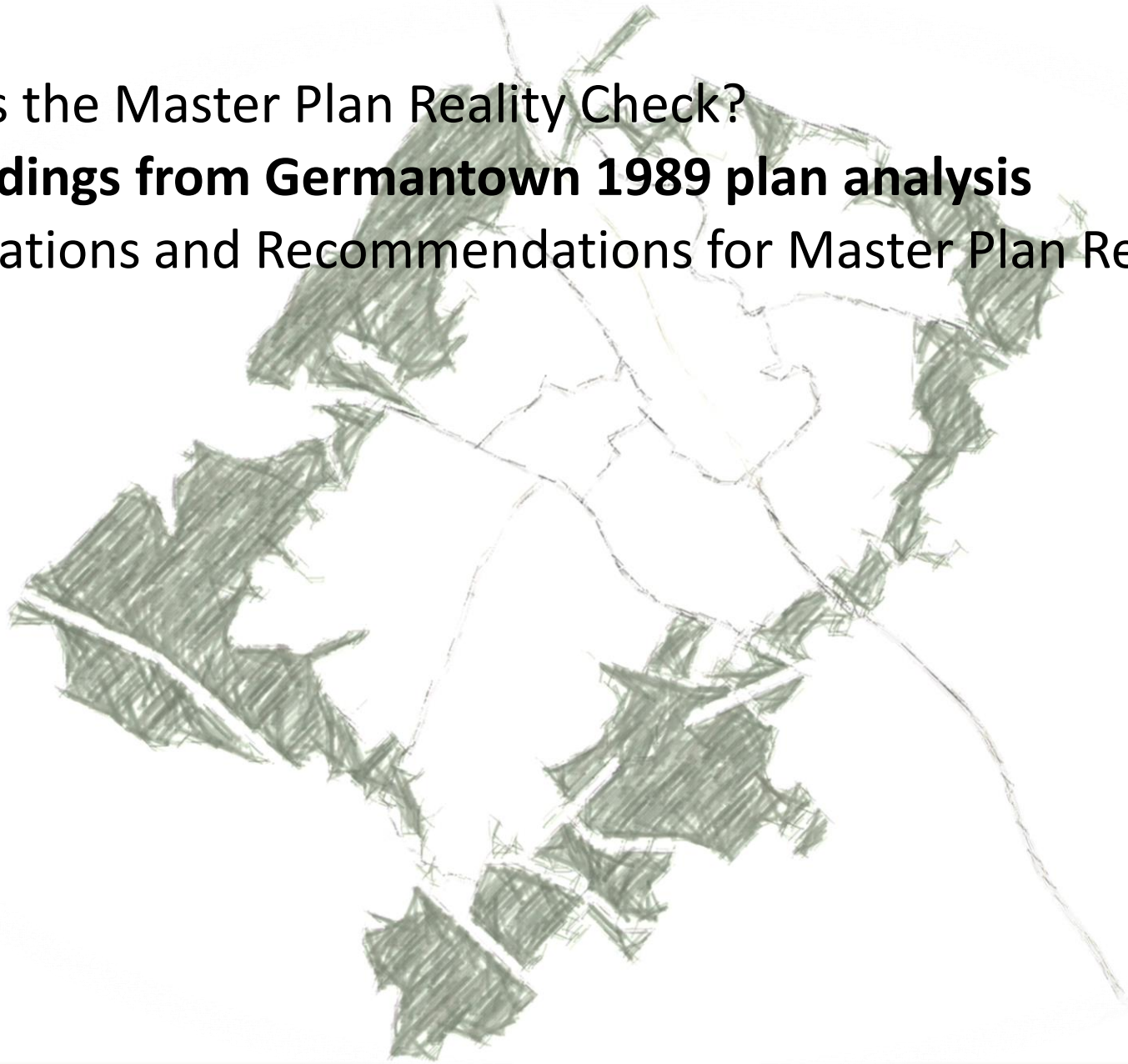
The study conducted an in-depth analysis of over 20 indicators in six categories.

Category	Indicator	Geography
3a. Community Facilities - Schools	- Number of public school sites	Germantown
	- Public school enrollment and capacity	
3b. Community Facilities - Parks	- Completion of Greenbelt	
	- Count of local parks	
3c. Community Facilities - Public Facilities	- Completion of proposed public facilities at recommended locations	
4. Urban Design	- Land use and visual quality (Qualitative)	
		Village Centers
	- Historic resources	Germantown
5. Transportation	- Traffic count	Select Germantown intersections
	- Transit serviceability	Germantown
	- Miles of bikeway	
6. Environment	- Impervious surfaces	Select Germantown testing sites
	- Water quality	



# Agenda

- What is the Master Plan Reality Check?
- **Key findings from Germantown 1989 plan analysis**
- Observations and Recommendations for Master Plan Reality Check



# The 1989 Plan envisioned Germantown as a mixed-use community with several key components.

## New Corridor City

- Modelled after Columbia, MD and Reston, VA

## Employment Corridor

- Plan employment center along I-270
- Achieve stronger live/work balance

## Town Center

- Create community services and activities
- Enhance visual and functional downtown

## Village Centers

- Provide retail and professional services
- Create visual focus to enhance community identity

## Mix of Housing Types

- Increase SFD, Decrease SFA Proportion
- Reduce zoning density

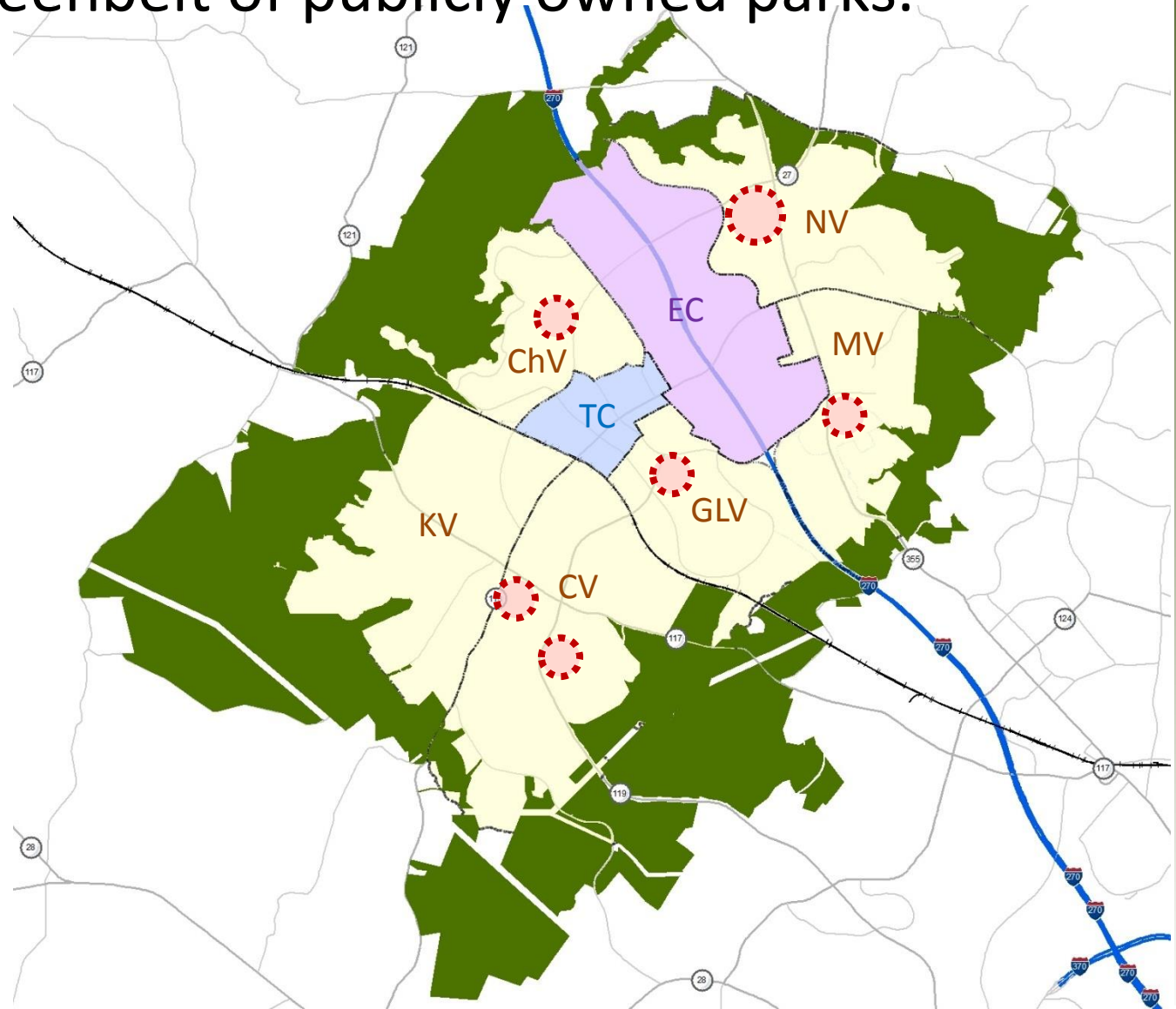
## Community Facilities

- Reduce number of school sites
- Increase local parks

The Plan envisioned Germantown as a new community consisting of eight distinct areas within a greenbelt of publicly owned parks.

## Germantown Community Concept Plan

-  EC Employment Corridor
-  TC Town Center
-  ChV Churchill Village
-  KV Kingsview Village
-  CV Clopper Village
-  GLV Gunners Lake Village
-  MV Middlebrook Village
-  NV Neelsville Village
-  Village Centers



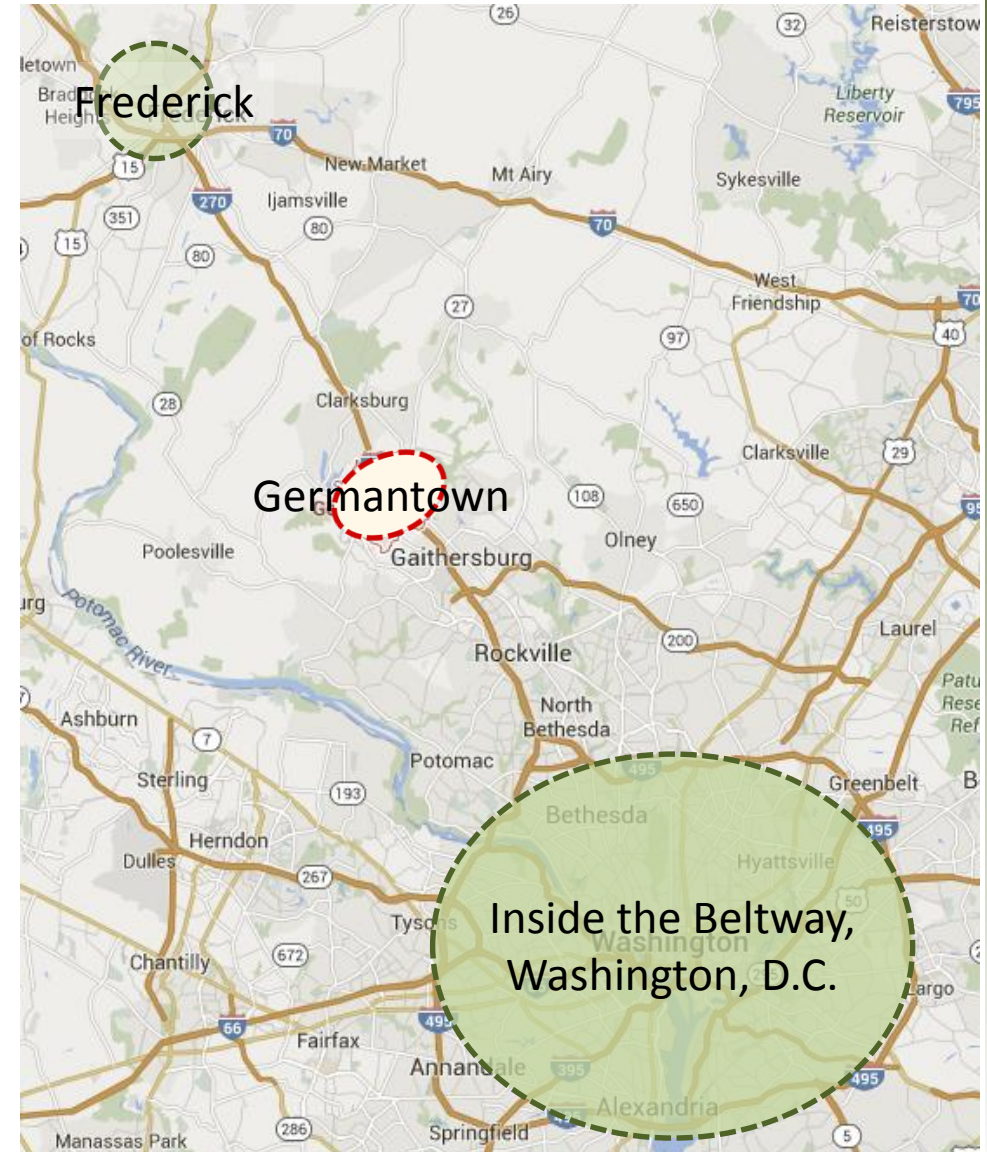
# Economic and locational factors have impacted Plan implementation.

## Historical Context

- Plan completed around the time of the late 1980s Savings & Loan crisis.
- 2010 government sequestration further dampened regional growth.

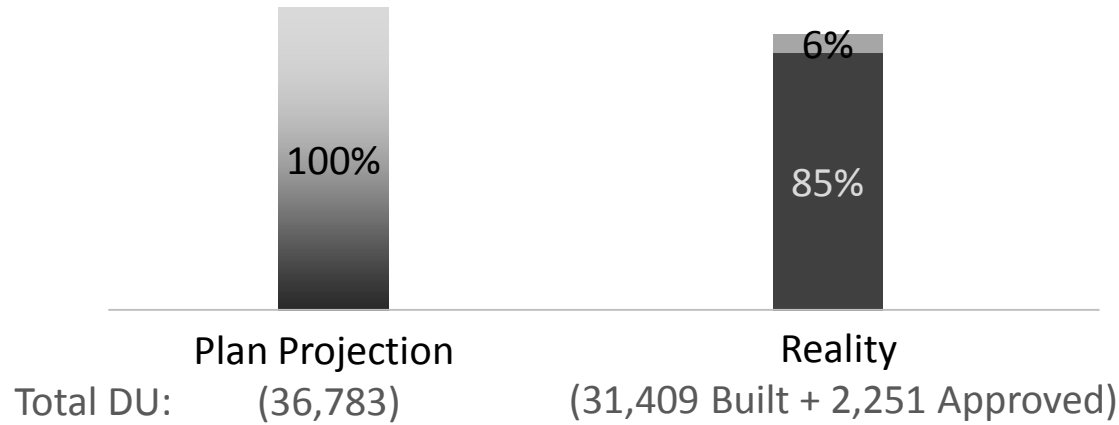
## Locational Context

- Centrally located between Frederick and Washington, DC.
- Plan predates I-270 widening to eight lanes through Germantown.
- Corridor Cities Transitway (CCT) unrealized.

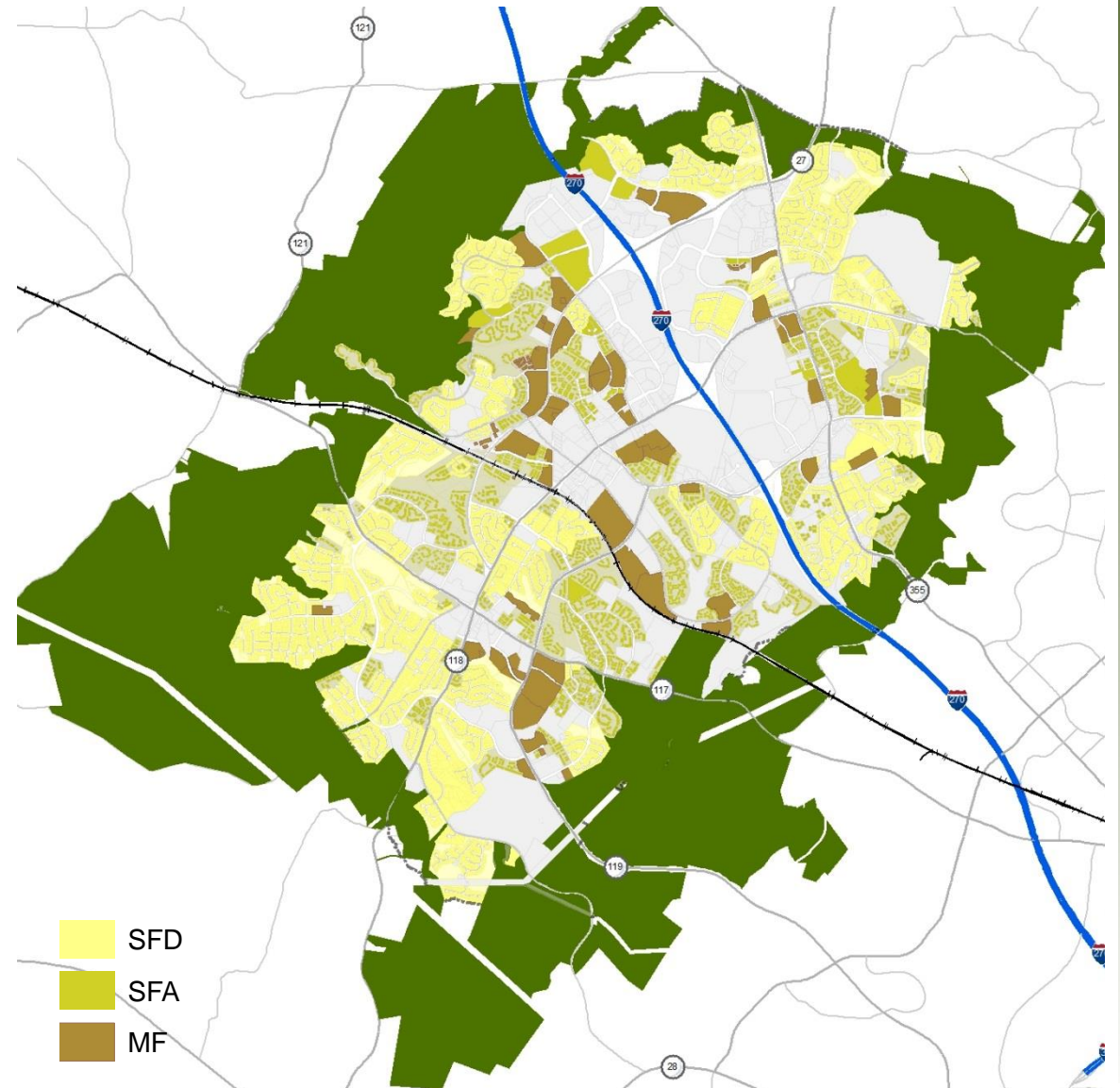
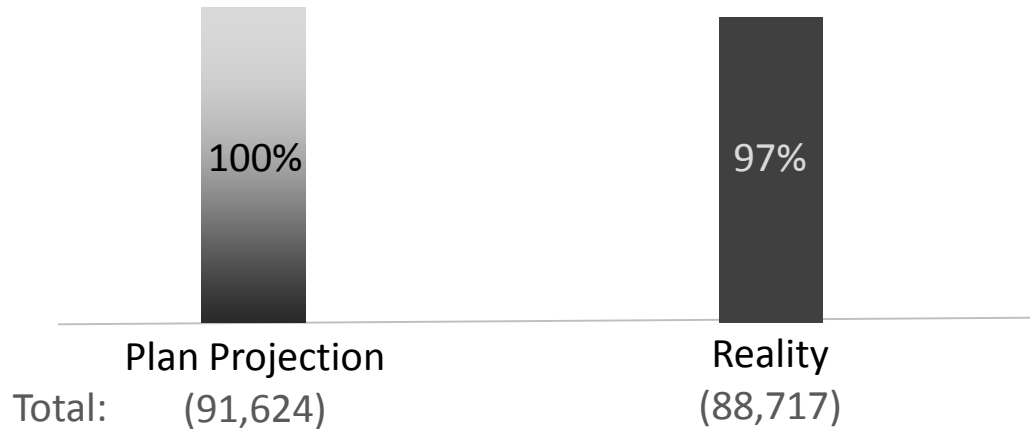


# 1. Residential Development: Housing and population growth met expectations.

## HOUSING UNITS



## POPULATION

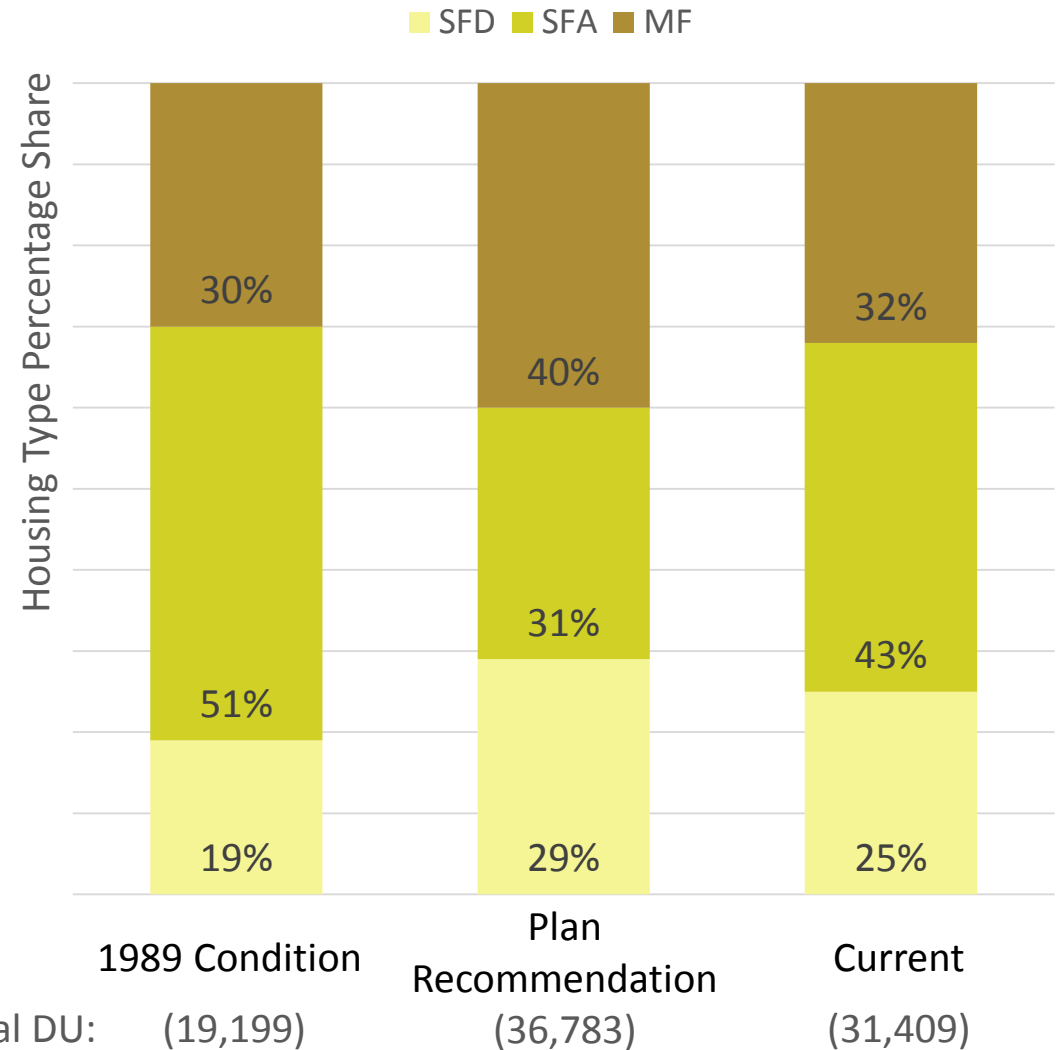


Source: Maryland State Department of Assessment and Taxation (SDAT)  
2010-2014 American Community Survey 5-Year Estimates

# 1. Residential Development: Change in housing type mix reflects Plan recommendations.

- Share of single family detached(SFD) units increased as Plan recommended.
- Share of single family attached(SFA) units decreased as Plan recommended.
- 53% of units built within SFD density zones are not SFD units. SFA or multi-family(MF) units have been built with greater open space to achieve the reduced density in zoning implemented by the Plan.

HOUSING MIX BREAKDOWN



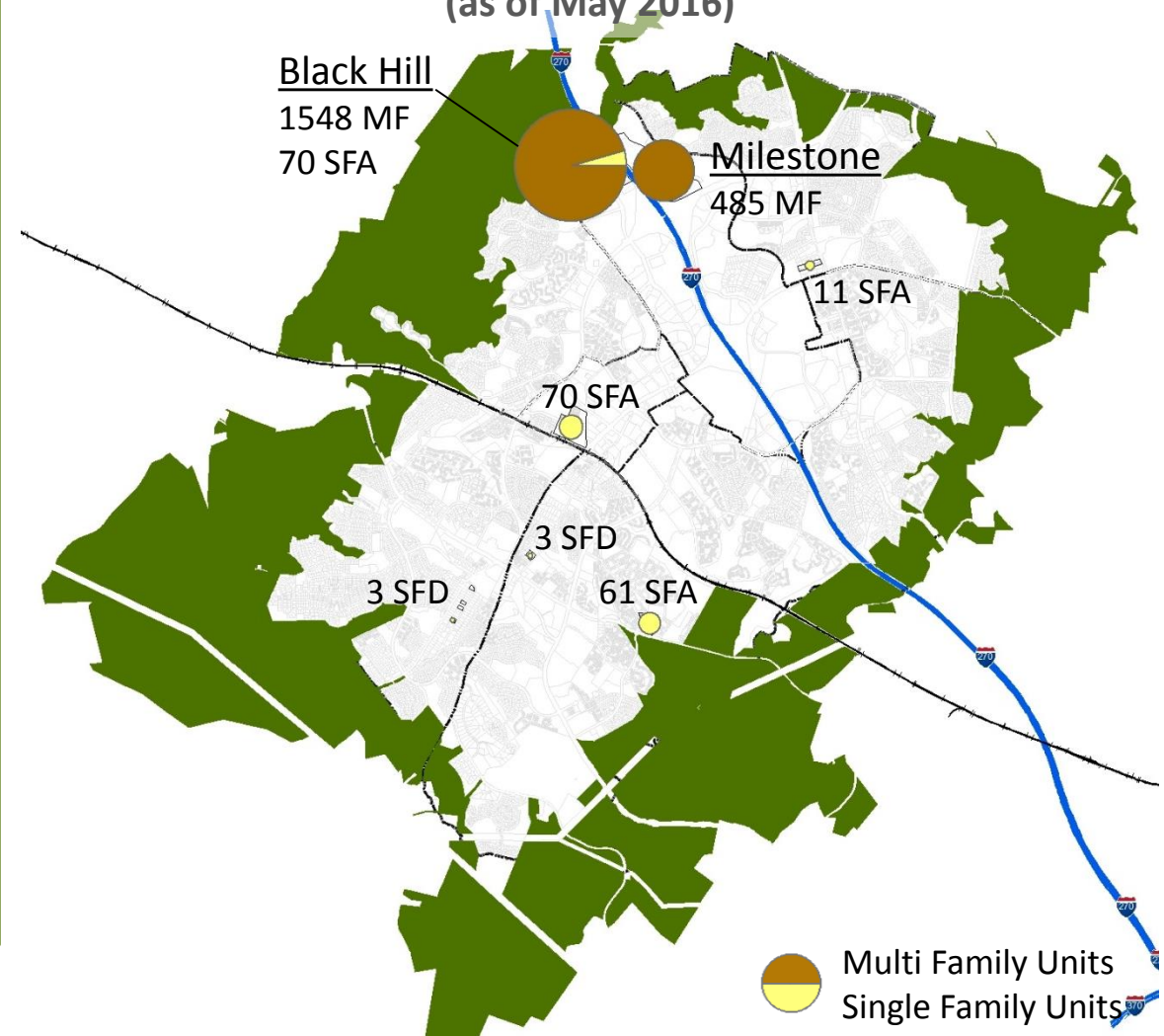
Source: Maryland State Department of Assessment and Taxation (SDAT)

# 1. Residential Development: 2,251 residential units that have been approved are not built yet.

- 2,033 multi-family units and 218 single family units amount to 20% of existing MF units and 1% of existing SF units respectively.
- Majority of unbuilt units are concentrated in two major projects: Black Hill and Milestone.
- The average age of unbuilt projects from year of approval is 11 years. Milestone was approved the earliest with the residential portion phased for later.

\* Recent amendments submitted or approved after May 2016 may not be reflected in this analysis.

RESIDENTIAL UNITS APPROVED BUT UNBUILT  
(as of May 2016)

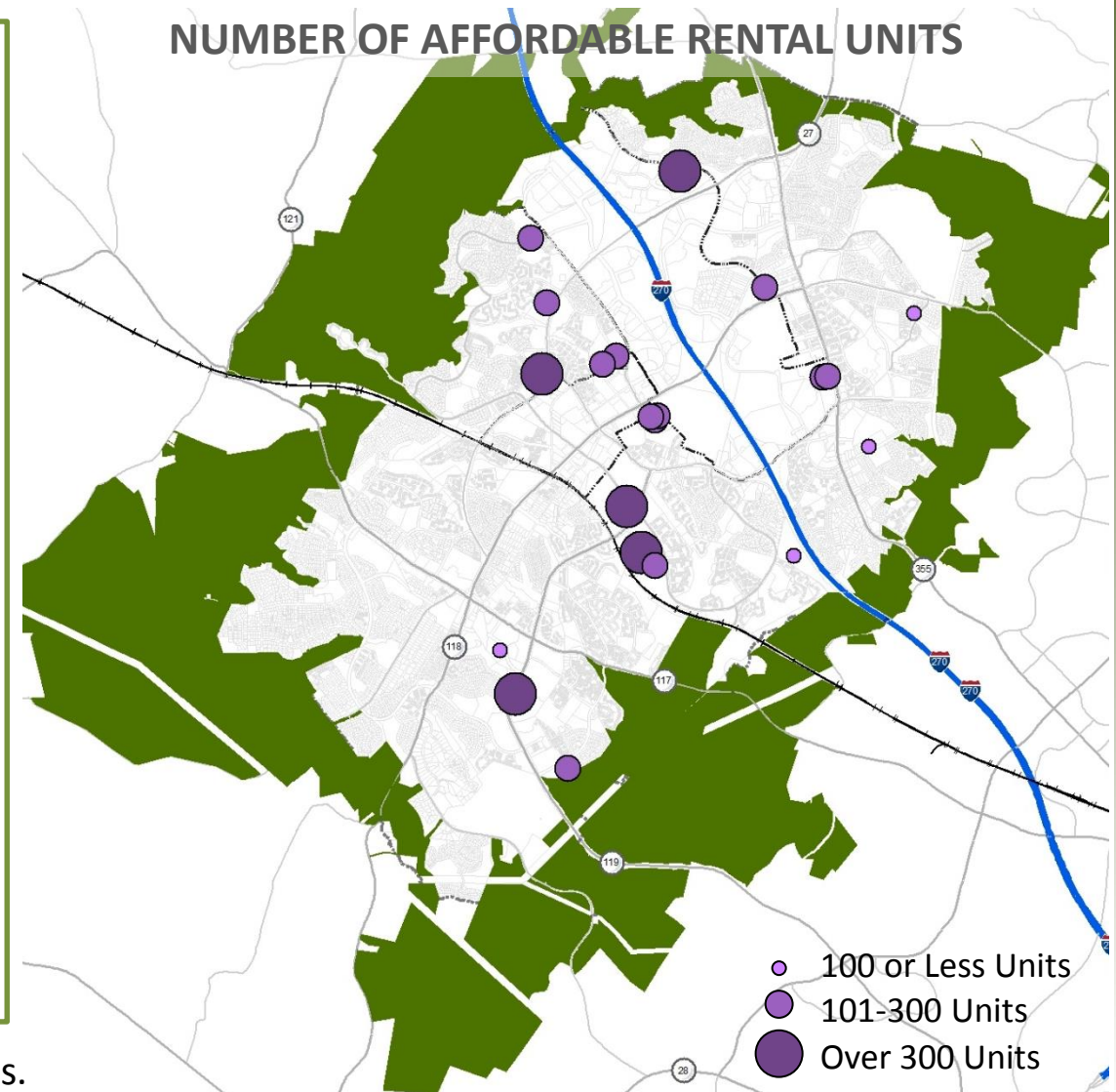


# 1. Residential Development: Plan did not set affordable housing guidelines, but many rental units are “naturally affordable”.

- Nearly 50% of renters are in structures with less than 10 units.
- According to the DHCA rental housing survey\*:
  - 77% of rental apartment units are affordable to households making 65% AMI (\$70K for a 4 person household).
  - Most expensive rental apartments are still affordable to households making 74% AMI (\$79K for a 4 person household).

\* DHCA rental housing survey only captures buildings with 10+ units.

NUMBER OF AFFORDABLE RENTAL UNITS

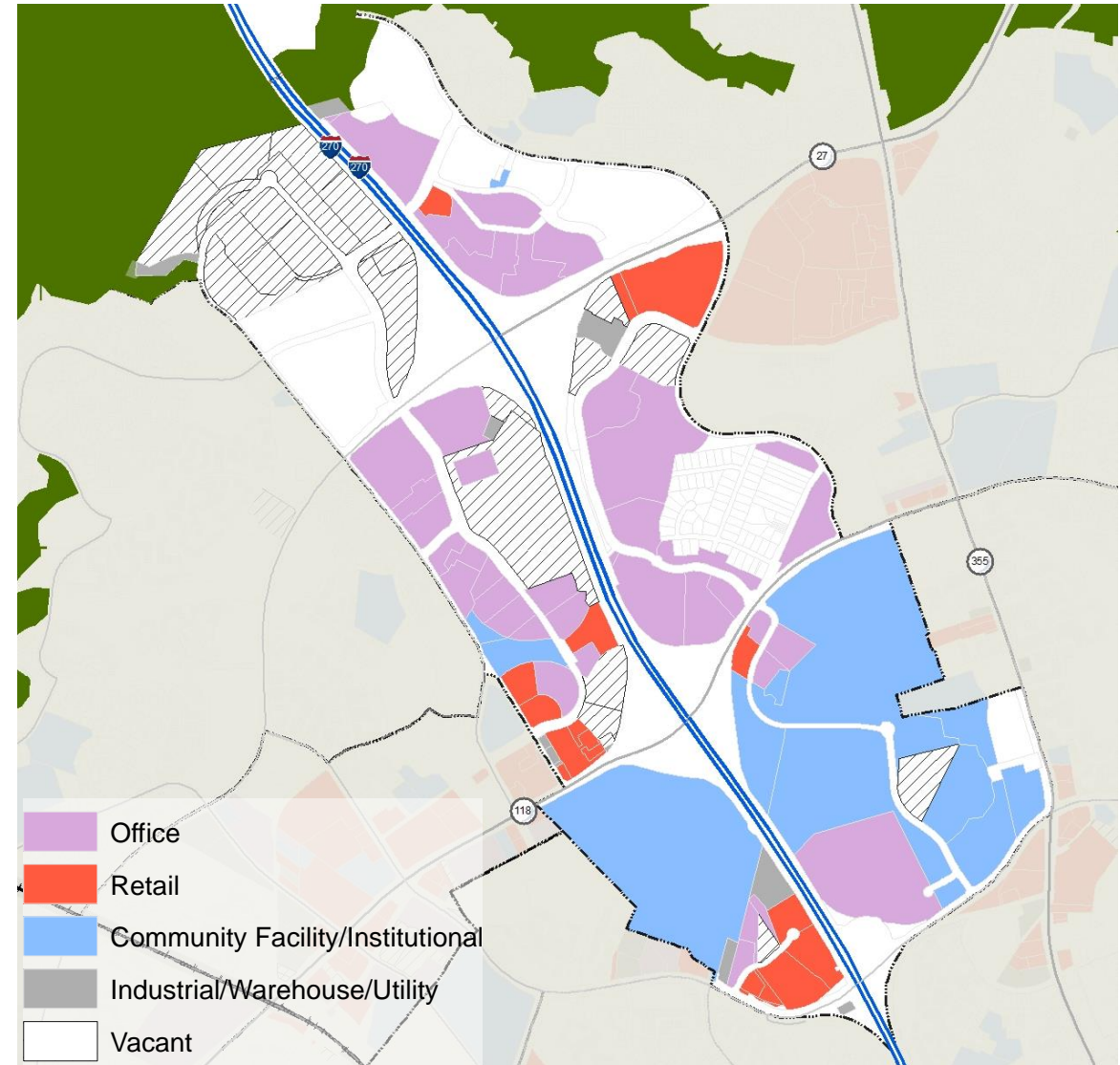
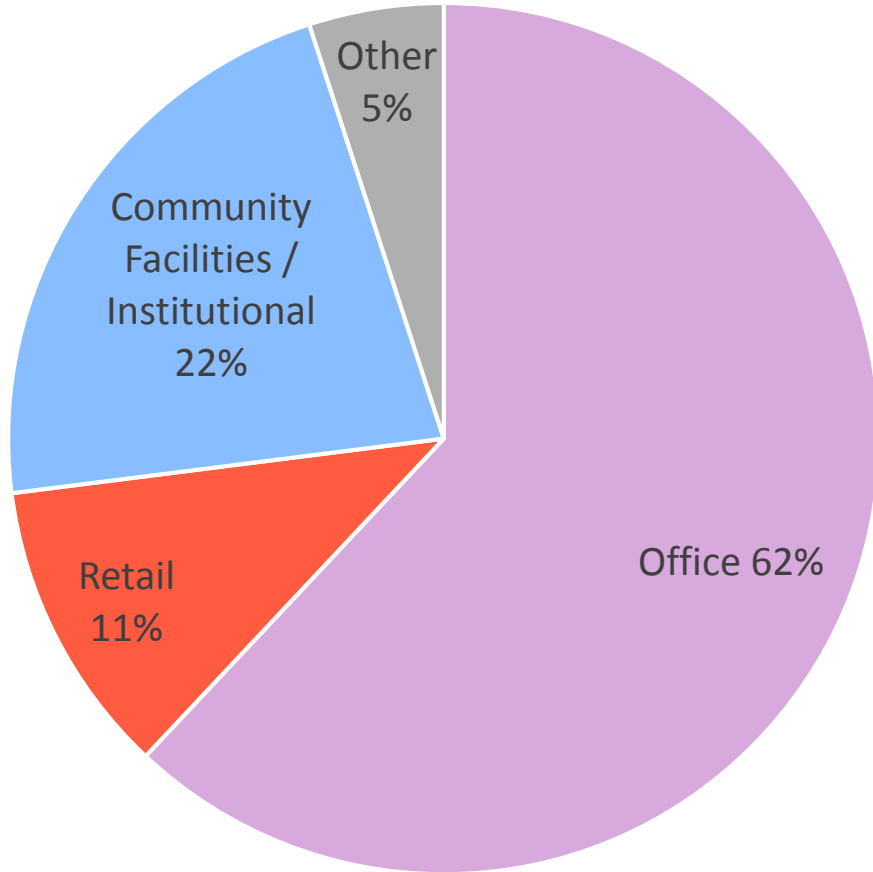


Source: Rental Housing Survey, Department of Housing and Community Affairs (DHCA)  
2010-2014 American Community Survey 5-Year Estimates



## 2. Non-Residential Development – Employment Corridor: The distribution of non-residential uses is consistent with Plan vision.

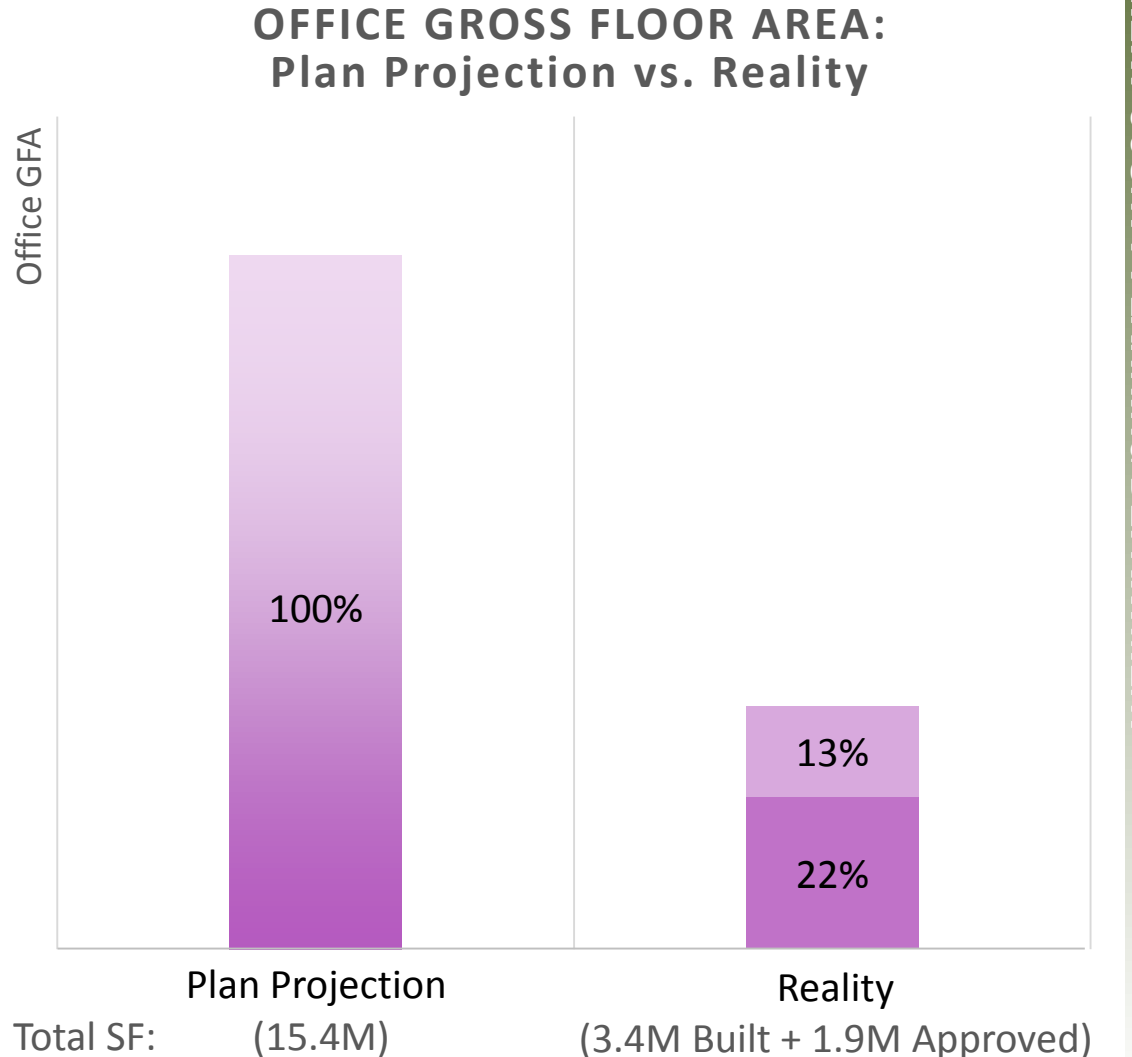
CURRENT NON-RESIDENTIAL SPACE BY USE



Source: Maryland State Department of Assessment and Taxation (SDAT)

## 2. Non-Residential Development – Employment Corridor: Total amount of developed office space is less than planned.

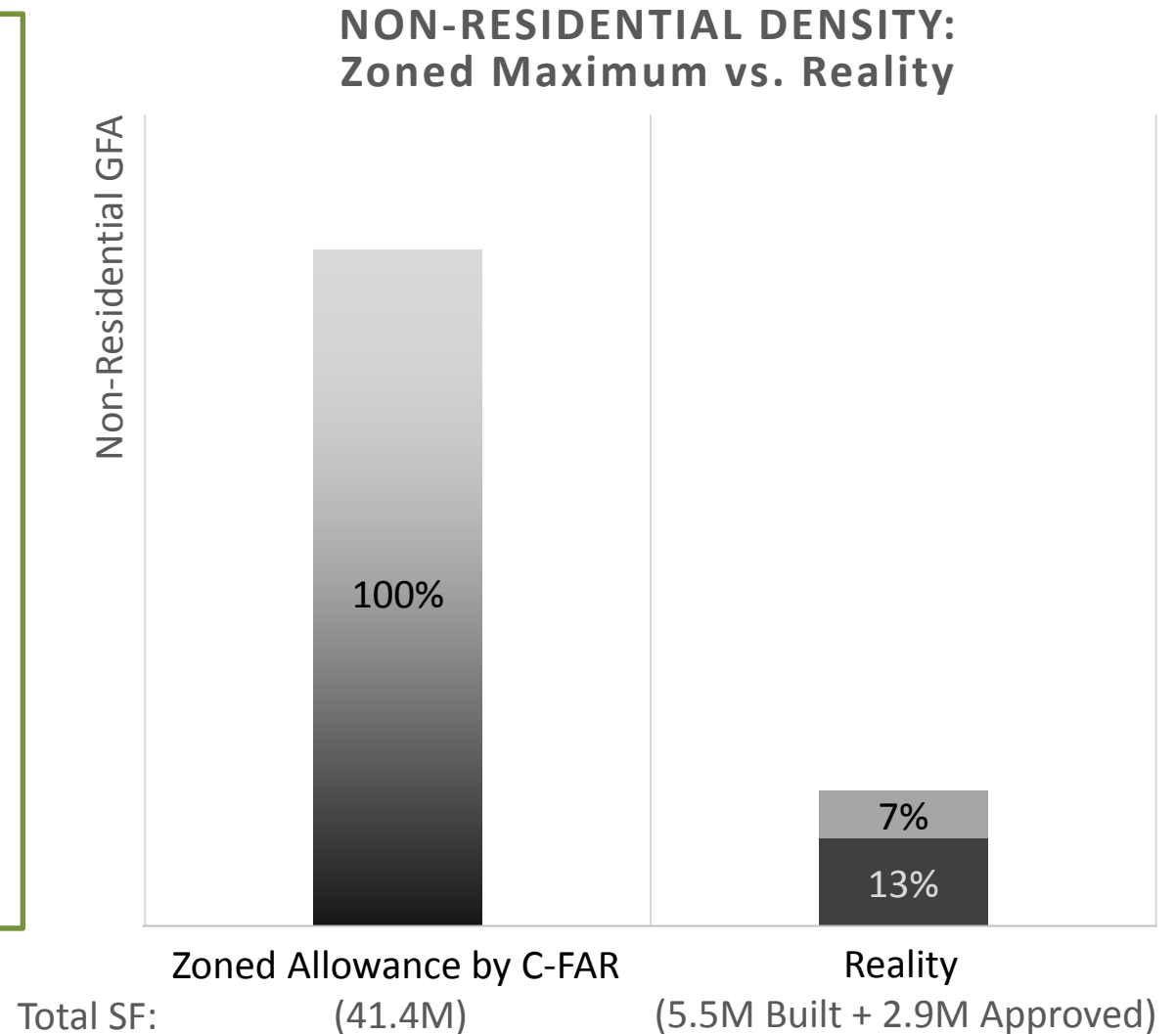
- Gross floor area of office space in Employment Corridor is far less than Plan projection.
- Plan did not project a specific gross floor area goal for retail or other non-residential space.



Source: Maryland State Department of Assessment and Taxation (SDAT)

## 2. Non-Residential Development – Employment Corridor: Non-Residential density is less than expected.

- Non-Residential FAR is heavily underutilized in the Employment Corridor.
- Plan did not provide clear projection of non-residential density. Instead, an assessment was made by comparing actual gross floor area that was built and the maximum allowed by zoning.

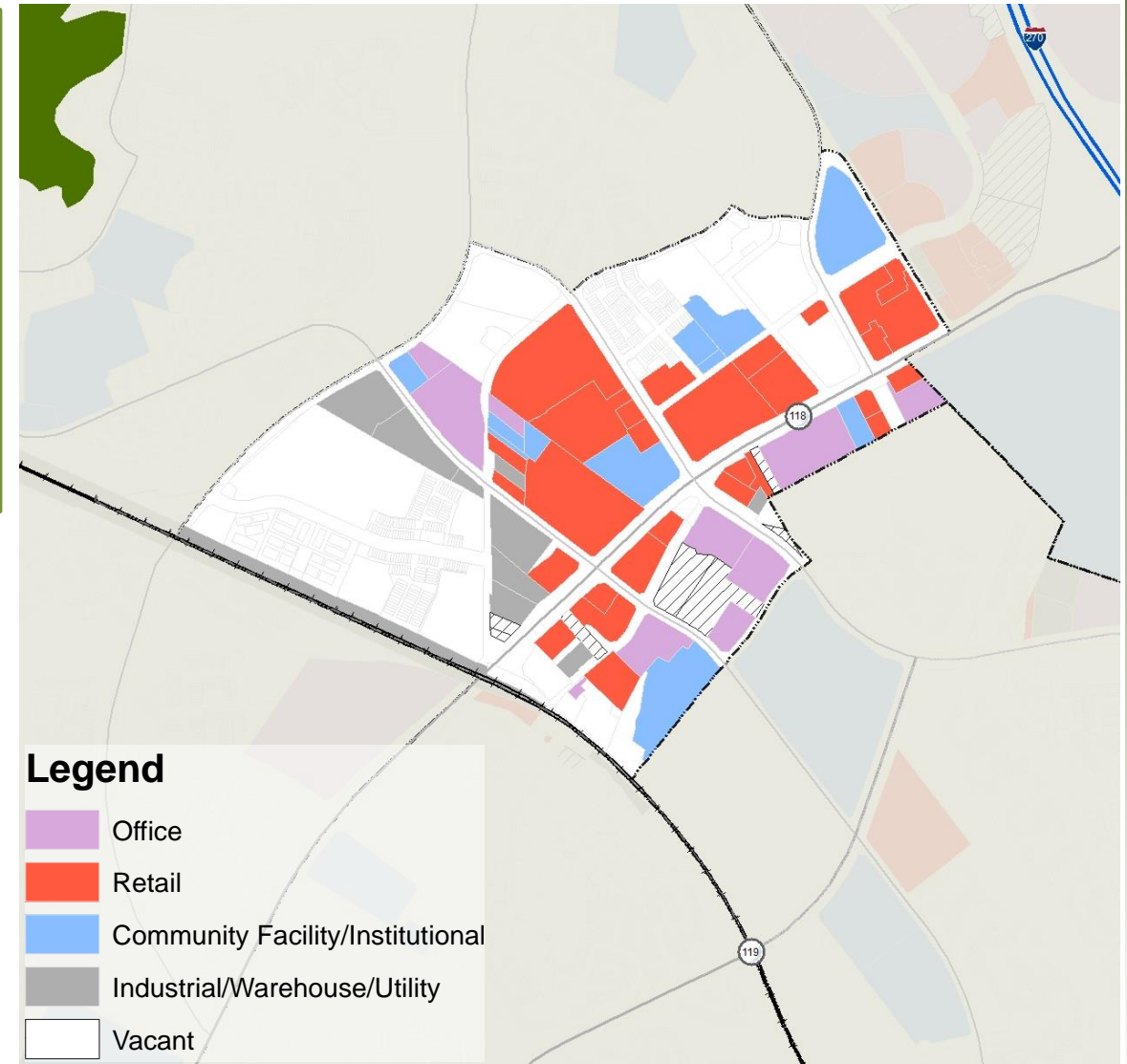
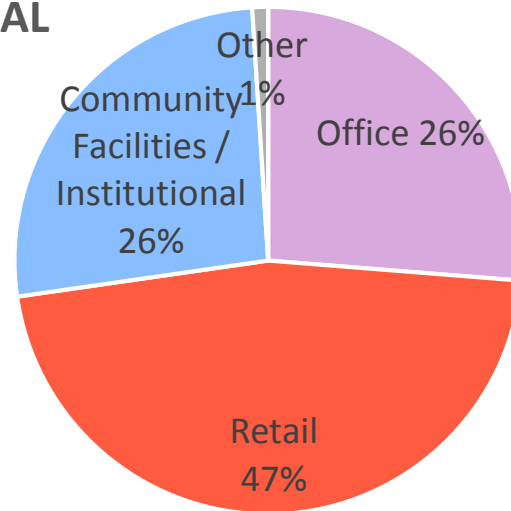


Source: Maryland State Department of Assessment and Taxation (SDAT)

## 2. Non-Residential Development – Town Center: The distribution of non-residential uses is consistent with Plan vision.

- Town Center development relied on publicly funded projects (e.g., library, Urban Park) or developer-contributed space (e.g., Black Rock Center for the Arts) to catalyze additional and desired retail development.

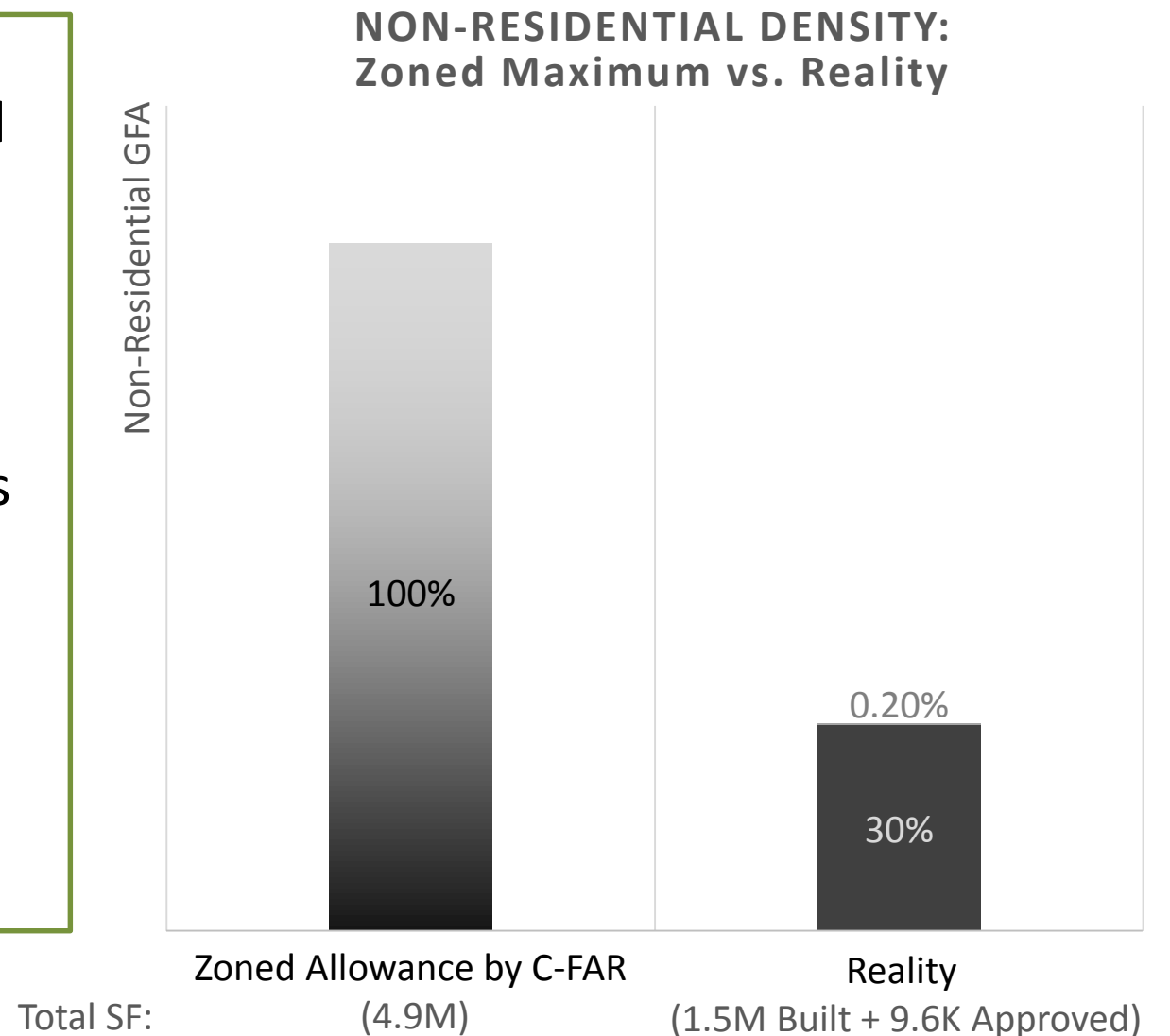
**CURRENT NON-RESIDENTIAL SPACE BY USE**



Source: Maryland State Department of Assessment and Taxation (SDAT)

## 2. Non-Residential Development – Town Center: Non-Residential density is less than expected.

- Non-residential FAR is underutilized in the Town Center.
- Plan did not provide clear projection of non-residential density. Instead, an assessment was made by comparing actual gross floor area that was built and the maximum gross floor area allowed by zoning.



Source: Maryland State Department of Assessment and Taxation (SDAT)

## 2. Non-Residential Development: Actual employment is lower than planned and also lower than in comparable locations.

Live-work balance of similar places not achieved

- Actual employment count is only 27% of Plan target.
- The percentage of residents working in Germantown is below expectation.
- The job/housing ratio is less than 40% of comparable places.

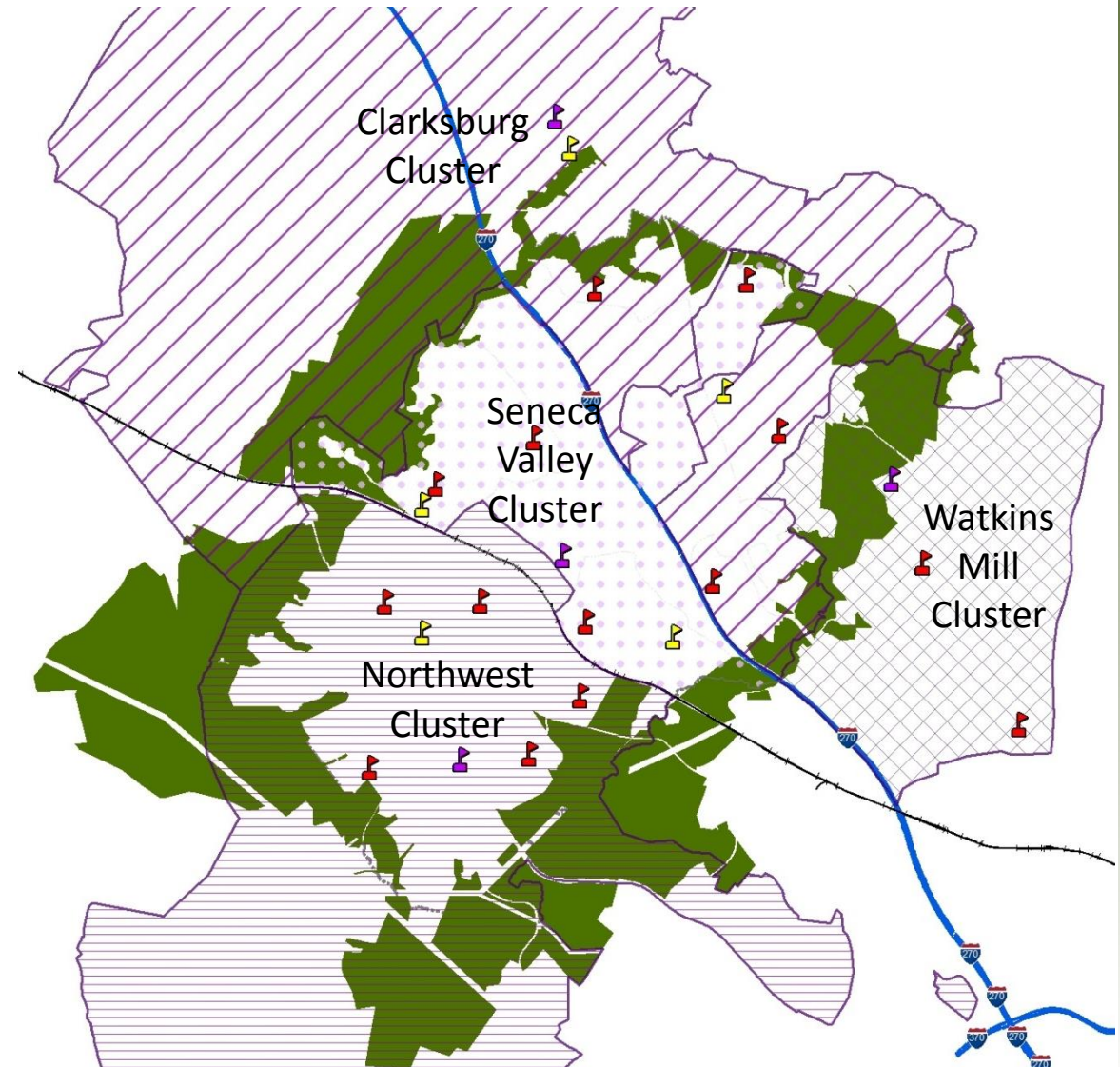
	Plan Projection	Reality (2014)	
<b>Number of Jobs</b>			
			% of Projection
County-Wide*	1,100,000	472,989	43%
Germantown	78,000	21,387	27%
<b>Employment Standards</b>			
Job/Housing Ratio	2.12	0.68	
% Live-Work	25%	8%	

	German- town	Columbia, MD	Reston, VA
<b>Comparable Employment Centers</b>			
Number of Jobs	21,387	80,328	64,850
Job/Housing Ratio	0.68	1.93	2.43
% Live-Work	8%	20%	14%

\* County-wide job projection derives from the transportation model analysis assumptions, and were based on planning staff's General Plan analysis.

### 3a. Community Facilities – Schools: Germantown is served by four school clusters and all schools proposed in the plan were built.

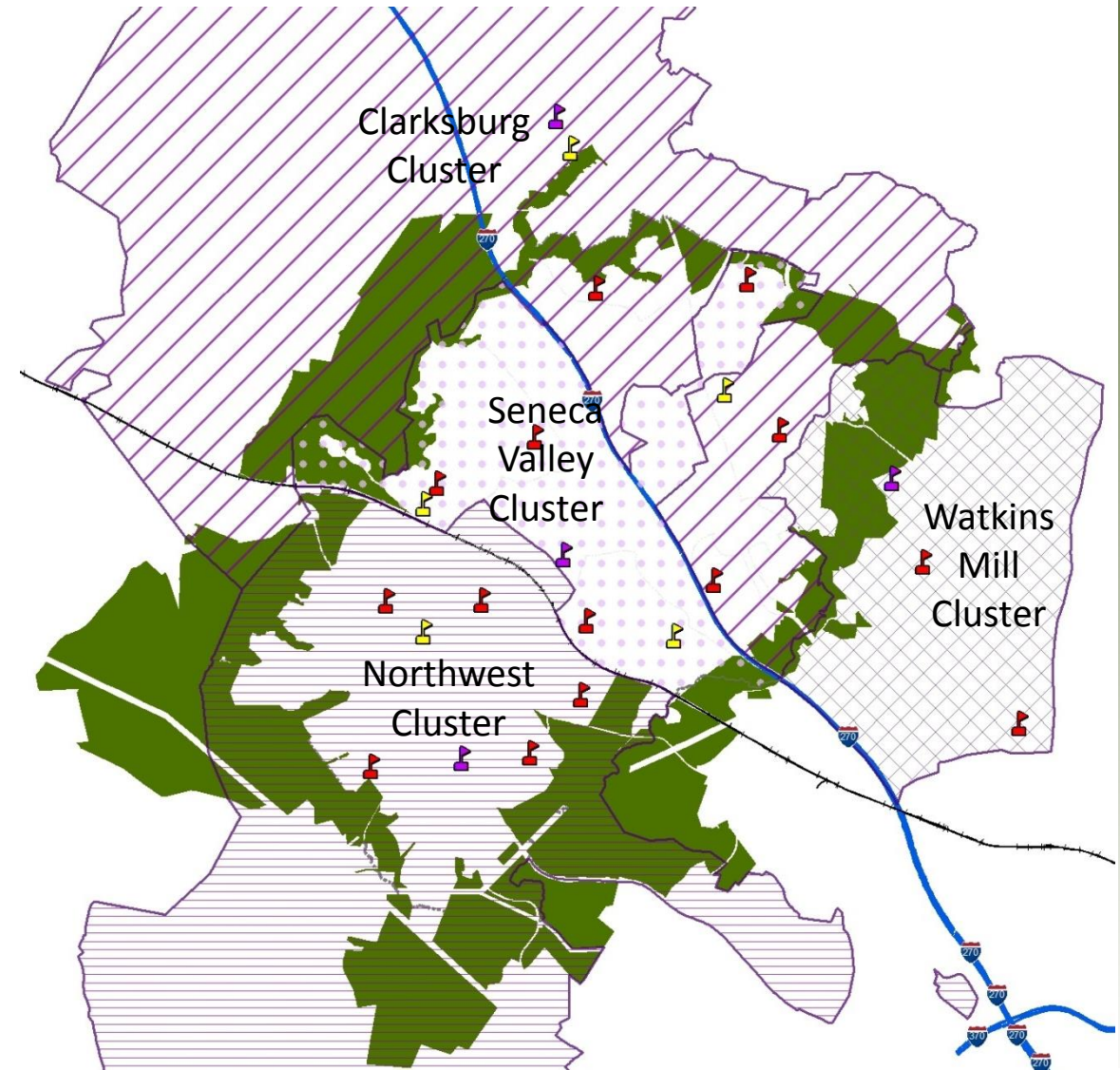
	Existing in 1989	Planned for in 1989	Outside Area
<b>High Schools</b>			
1. Seneca Valley HS	√		
2. Northwest HS		√	
3. Clarksburg HS			√
4. Watkins Mill HS			√
<b>Middle Schools</b>			
1. Martin Luther King MS	√		
2. Neelsville MS	√		
3. Roberto Clemente MS		√	
4. Kingsview MS		√	
5. Rocky Hill MS			√
<b>Elementary Schools</b>			
1. Clopper Mill ES	√		
2. Fox Chapel ES	√		
3. Germantown ES	√		
4. Lake Seneca ES	√		
5. S Christa McAuliffe ES	√		
6. Waters Landing ES	√		
7. Capt James E Daly ES		√	
8. Spark M Matsunaga ES		√	
9. Dr Sally K Ride ES		√	
10. William B Gibbs Jr ES		√	
11. Great Seneca Creek ES		√	
12. Ronald McNair ES		√	
13. Stedwick ES			√
14. South Lake ES			√



Source: Montgomery County Public Schools

### 3a. Community Facilities – Schools: Analyzing school capacity targets was complicated by boundaries and changes in program requirements.

- Northwest and Clarksburg clusters require school facility payments for residential subdivision development due to capacity issues at elementary and high school levels.
- Ten elementary schools are over capacity. Seven of these have lower program capacities to begin with due to Class Size Reduction programs.
- Two middle schools and one high school serving students from Germantown are over capacity.





### 3b. Community Facilities – Parks: County followed through on planned investment in open space.

- Greenbelt successfully completed around Germantown boundary.
- Local park requirements meet Plan goals.

	Plan Projection	Reality (2015)
<b>Local Parkland</b>		
Number of Sites	24	26
Total Acreage	383	1,171



Source: Maryland State Department of Assessment and Taxation (SDAT)  
Montgomery County Parks Department

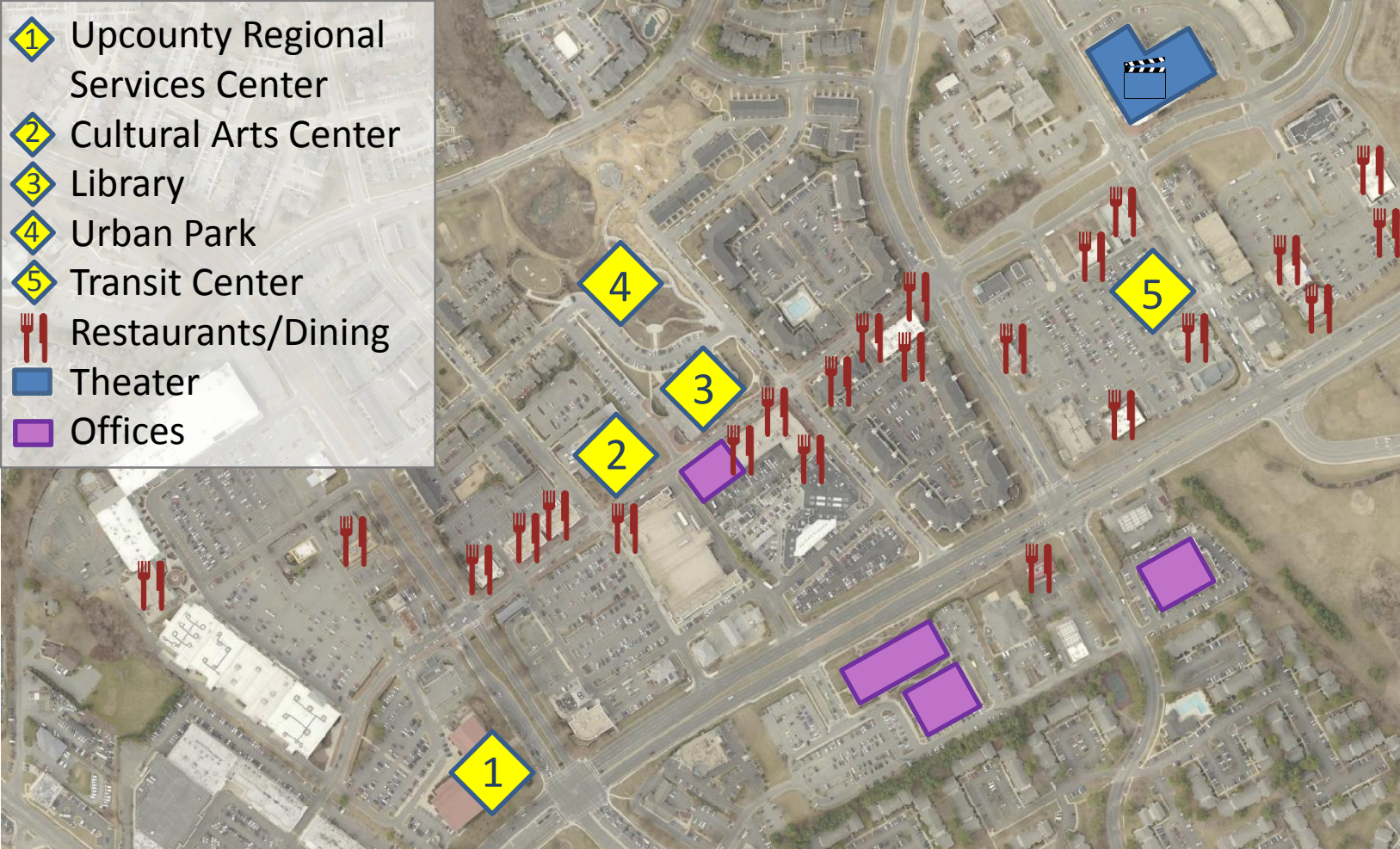
### 3c. Community Facilities – Public Facilities: County followed through on planned public facilities projects.

#### Proposed in Plan and Built

- F** Fire Station 29
- PO** Post Office
- P** Germantown Police Station
- L** Germantown Library
- MC** Upcounty Government Center
- RC** Recreation Centers



# 4. Urban Design: Functional characteristic of Town Center meets recommendations.

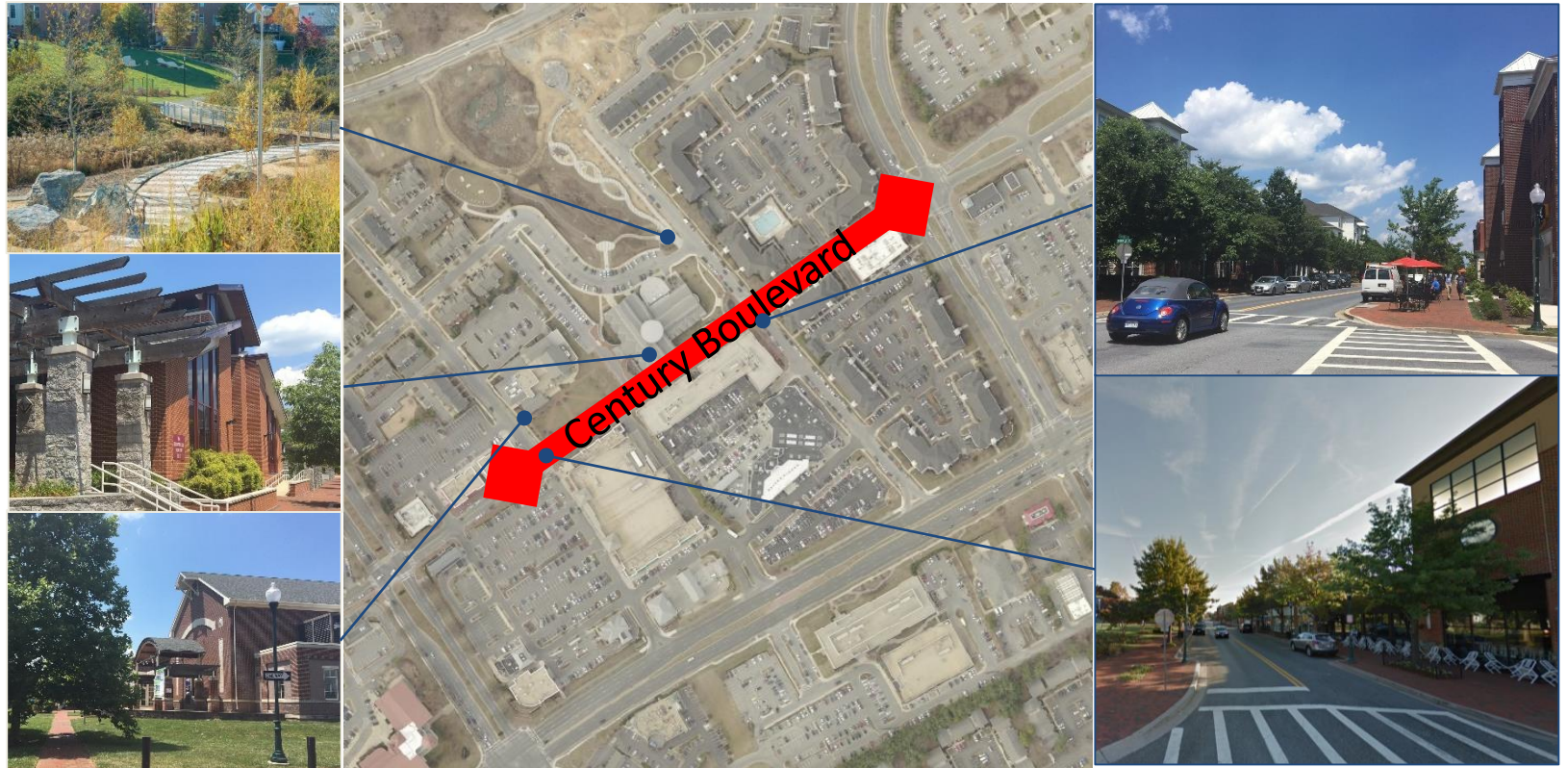
PLAN RECOMMENDATION	REALITY (2015)
<ul style="list-style-type: none"><li>- Provide shops, cultural facilities, restaurants, offices, public facilities &amp; public open space.</li></ul>	 <ul style="list-style-type: none"><li>1 Upcounty Regional Services Center</li><li>2 Cultural Arts Center</li><li>3 Library</li><li>4 Urban Park</li><li>5 Transit Center</li><li>Red Fork and Knife Restaurants/Dining</li><li>Blue Clapperboard Theater</li><li>Purple Rectangles Offices</li></ul>

# 4. Urban Design: Visual quality of Town Center meets Plan recommendations in limited area.

PLAN VISION	REALITY (2015)
-------------	----------------

- Compact densities and massed built form representative of an urban center.

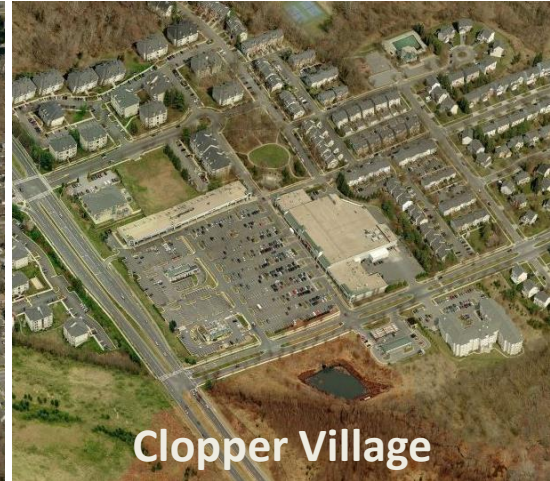
- Newer development is forming an urban streetscape representative of the plan vision along Century Boulevard.



# 4. Urban Design: Vision is reflected in the design of some Village Centers, but extensive surface parking creates “strip mall” environment.

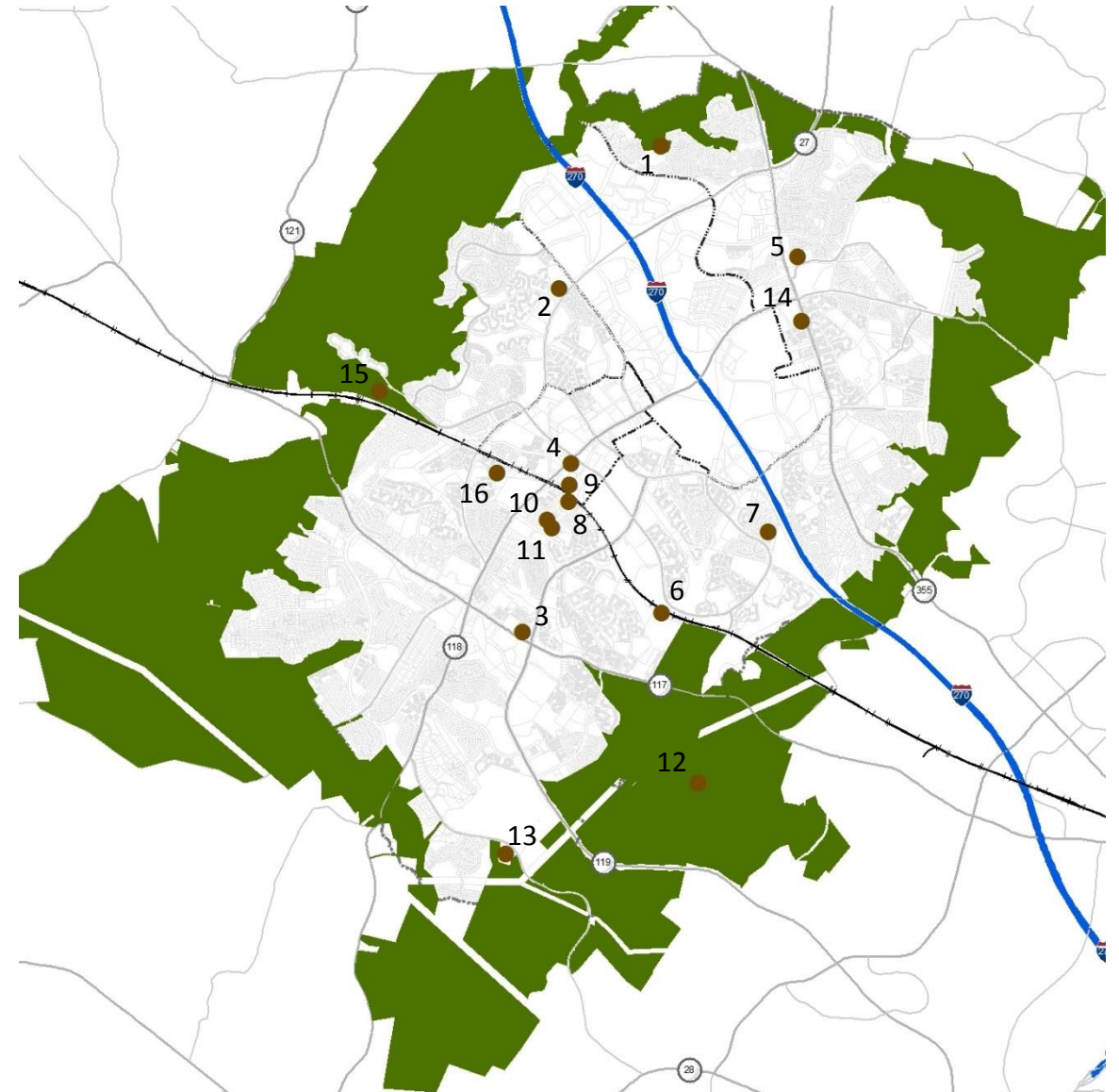
PLAN RECOMMENDATION	REALITY (2015)
---------------------	----------------

- **Land Use:** Provide retail, professional services and open space that can be walked/biked to.
- **Visual Characteristic:** Create identity and focus for residential communities. Avoid strip centers.



# 4. Urban Design – Historic Resources: Preservation of historic sites meets Plan recommendations.

	Existing in 1989	Planned for in 1989	Additional
<b>Master Plan For Historic Preservation Sites</b>			
1. Waters (Dr. William A.) House	√		
2. Waters (Brick) House	√		
3. Grusendorf Log House	√		
4. Madeline V. Waters House	√		
5. Neelsville Presbyterian Church		√	
6. Waring Viaduct		√	
7. Waring/Crawford Farm		√	
8. Germantown Historic District		√	
9. Pumphrey/Matney House		√	
10. Upton Bowman House		√	
11. Wallich/Heimer House		√	
12. Clopper's Mill Ruins		√	
13. Gassaway (John H.) Farm		√	
14. Cider Barrel		√	
15. Little Seneca Viaduct			√
16. Stone Culverts & Railroad Bed			√



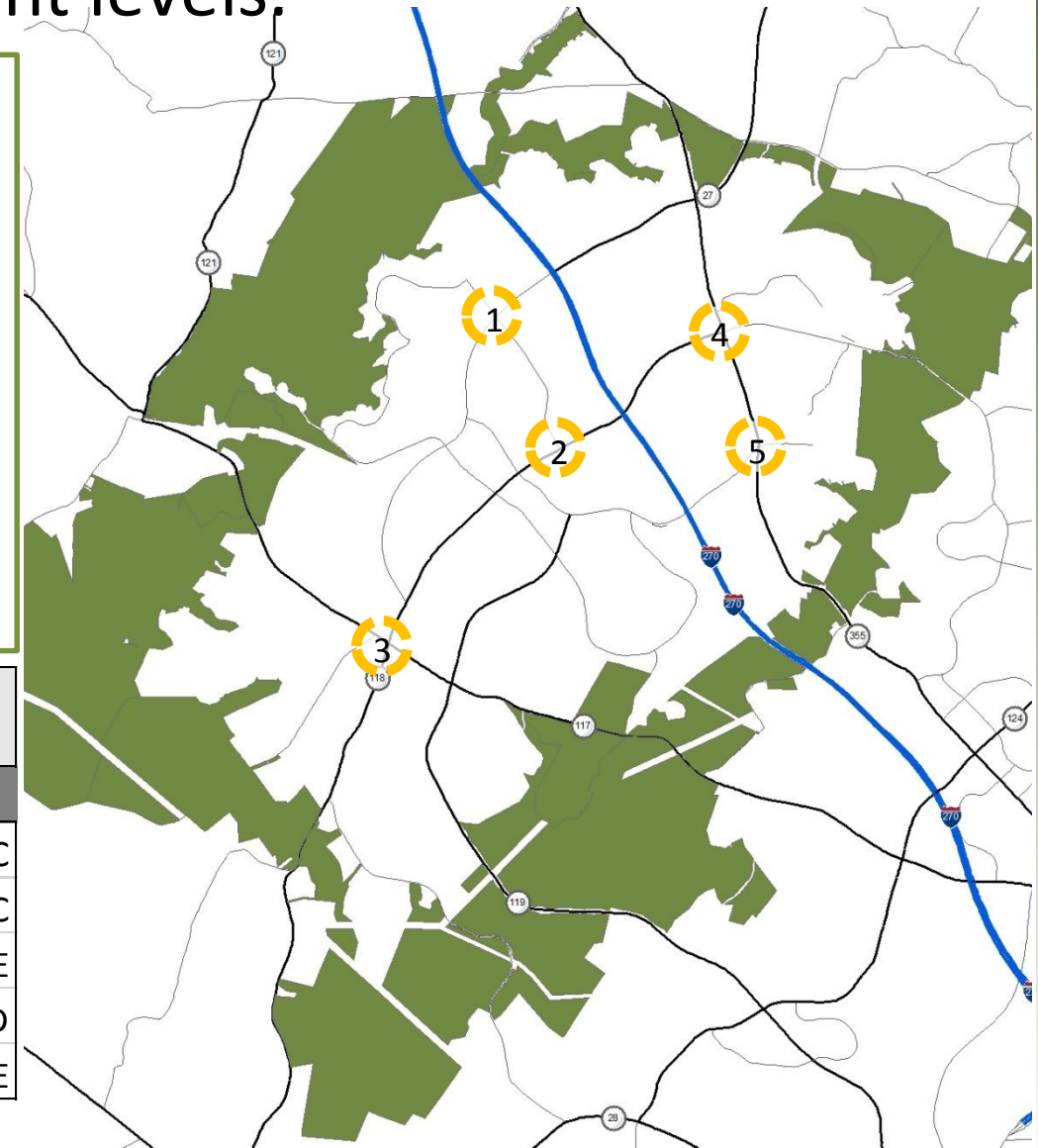
Source: Montgomery County Planning Department

## 5. Transportation: Traffic flow at major intersections is better than Plan prediction due to lower employment levels.

- Full network is not built out yet at 4 of 5 major intersections due to low traffic levels. Plan selected intersections based on proximity to major employment locations.
- Residential development, nearly built-out at 85%, has less impact on traffic generation than employment development.

		Plan Projection	Reality (2015)
Intersection		LOS*	
1	Father Hurley Blvd / Crystal Rock Dr	E	C
2	Germantown Rd (MD118) / Crystal Rock Dr	D	C
3	Germantown Rd (MD118) / Clopper Rd (MD117)	F	E
4	Germantown Rd (MD118) / Frederick Rd (MD355)	F	D
5	Middlebrook RD / Frederick RD (MD355)	F	E

\*LOS standards range from A, as best traffic flow, through F, the worst.

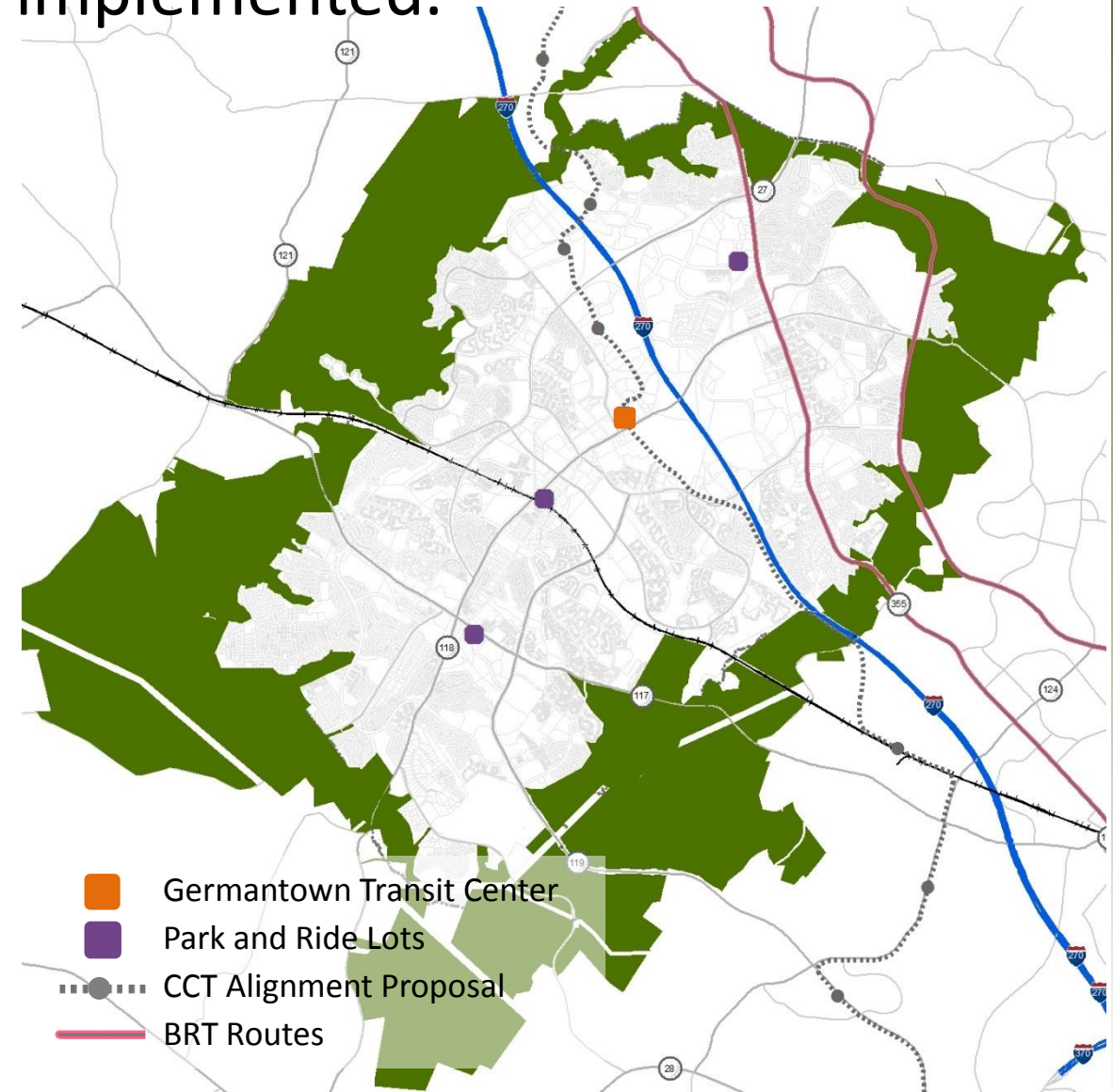


## 5. Transportation: Transit serviceability has improved, but transit system envisioned in Plan is not yet implemented.

- MARC parking facilities expanded.
- Germantown Transit Center built.



- Park-and-Ride lots built.
- No funding allocated for Phase II Corridor City Transitway (BRT).



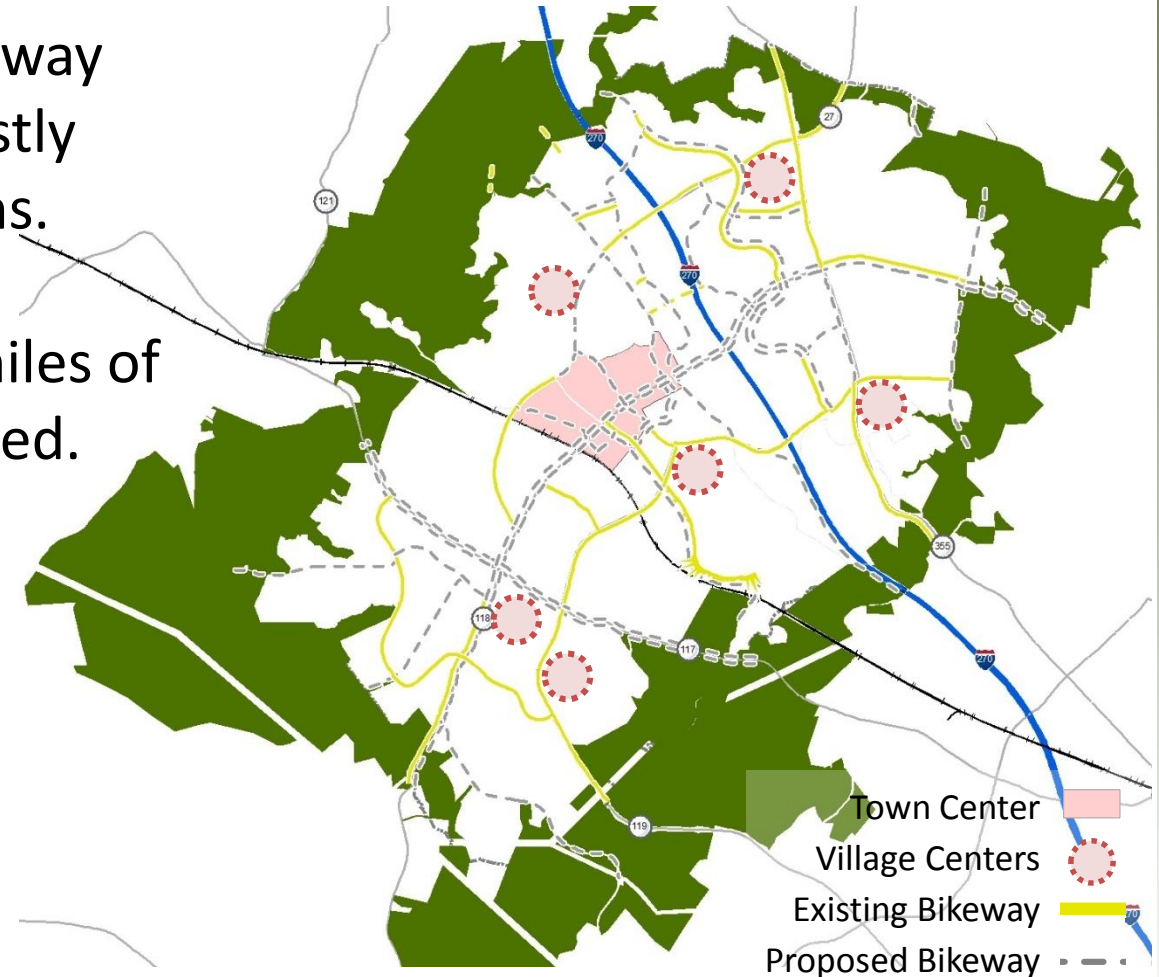


## 5. Transportation: Bike/pedestrian network has improved although not as comprehensive as Plan recommended.

PLAN RECOMMENDATION	REALITY (2015)
---------------------	----------------

- Connect Town Center to transit and various land uses.
- Link each village center to its supporting residential community.

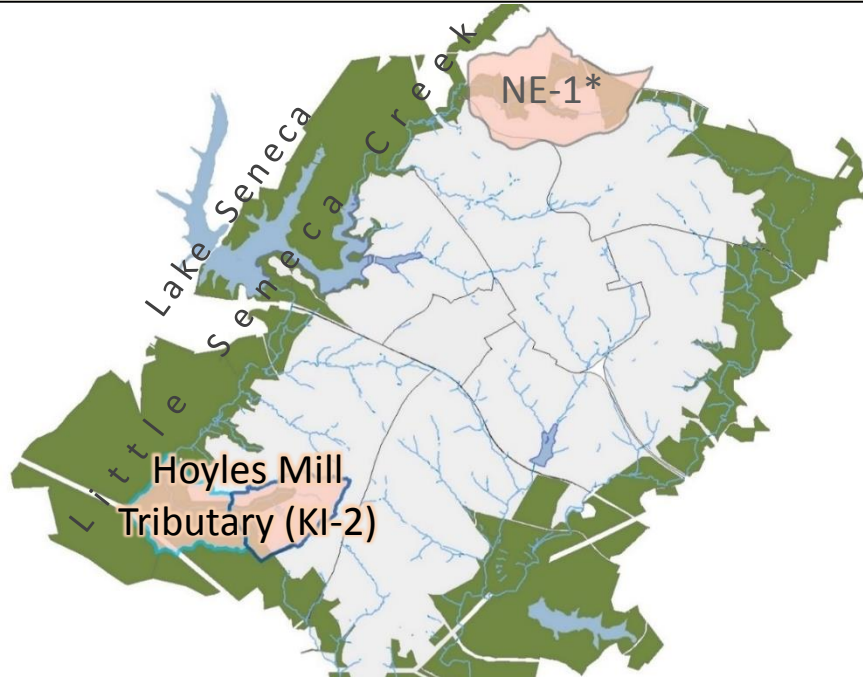
- 23 miles of bikeway completed, mostly shared use paths.
- Additional 37 miles of bikeway proposed.
- Approximately 700 miles of sidewalk exists.



Source: Montgomery County Planning Department

## 6. Environment: Parkland in watershed mitigated the increase of impervious surface in residential developments.

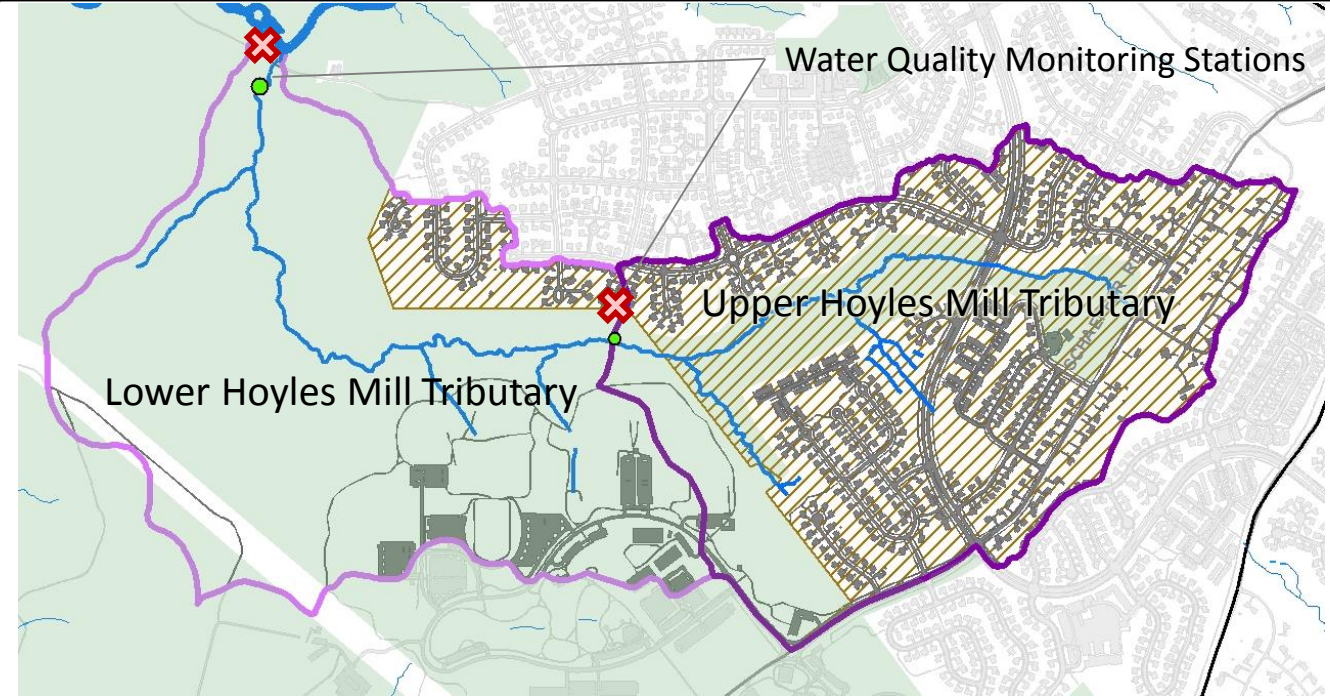
PLAN RECOMMENDATION



- 20% impervious surface limit on development in analysis areas KI-2 and NE-1 to protect Little Seneca Creek.

\* Insufficient data to analyze NE-1.

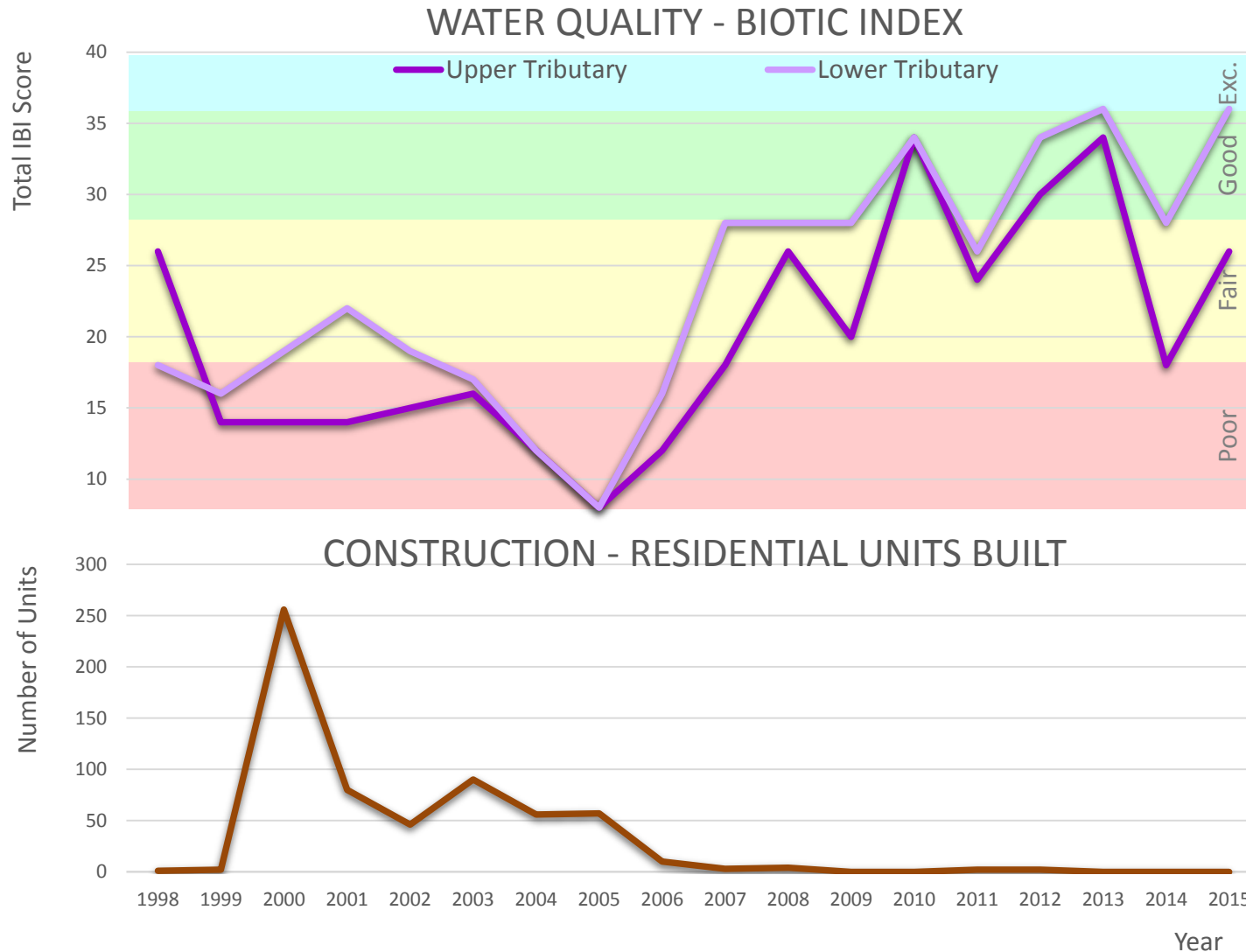
REALITY (2015)



- Impervious surface of lower and upper tributary subwatersheds combined is 13.2%.

Source: Montgomery County Planning Department

# 6. Environment: Water Quality dropped significantly following peak development period, but has been recovering since.



Source: Montgomery County Department of Environmental Protection (DEP)  
 Montgomery County Parks Department

# Agenda

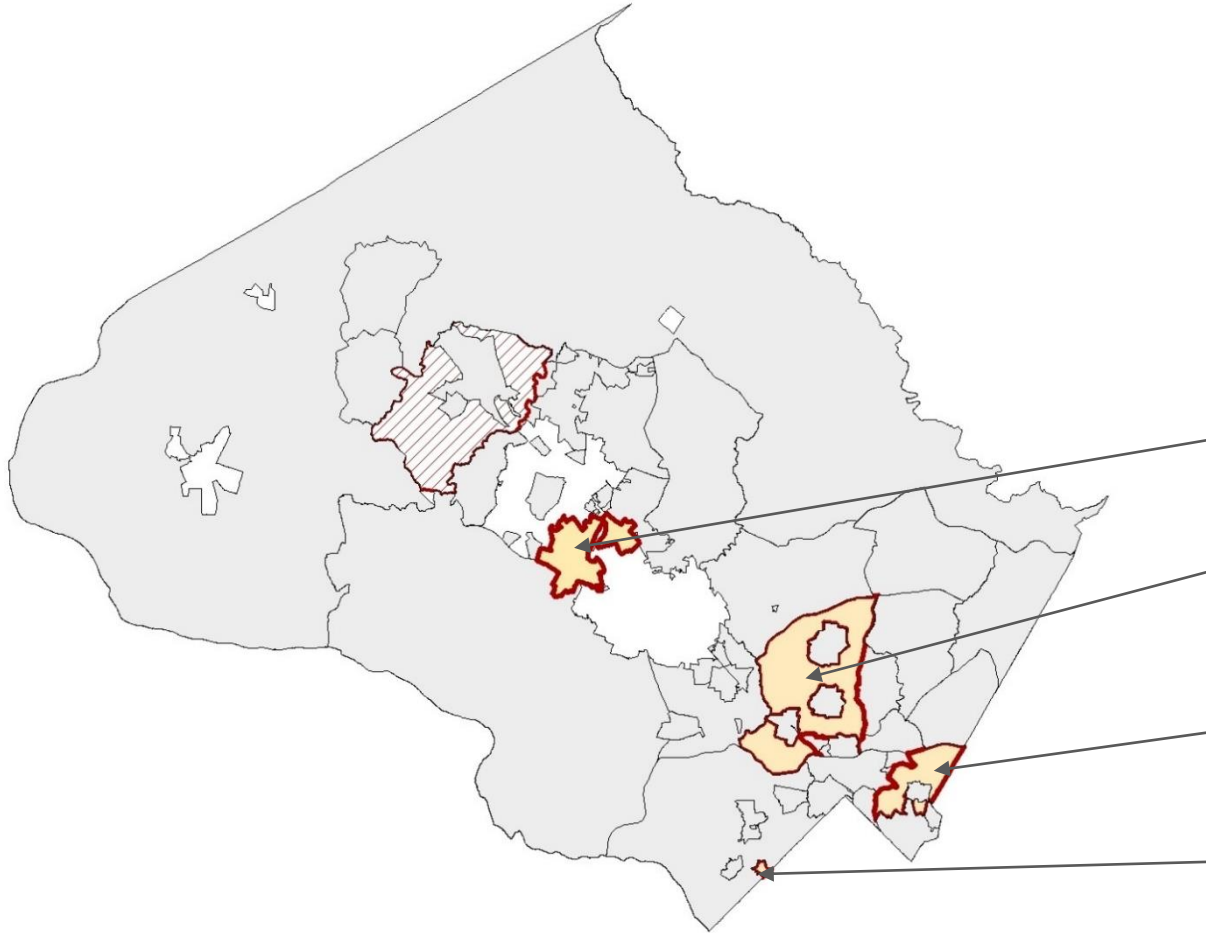
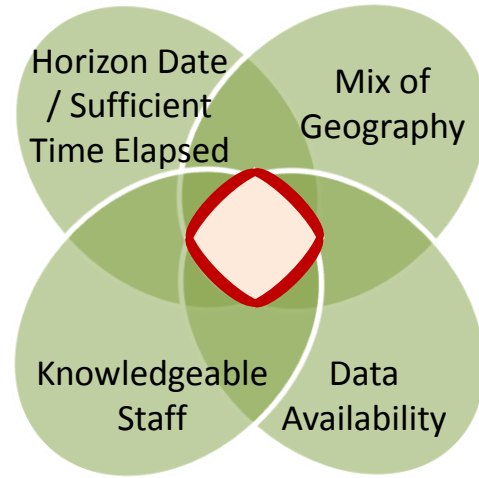
- What is the Master Plan Reality Check?
- Key findings from Germantown 1989 plan analysis
- **Observations and Recommendations for Master Plan Reality Check**



# Observations/Recommendations of Master Plan Reality Check Process

- A literature review identified few examples of master plan evaluation of this nature.
- Plan-to-plan comparison was challenging due to differences in analytical approaches and extensive qualitative recommendations.
  - Even within the Germantown master plan document, there was inconsistent data.
  - Standardizing analytical approaches used in master plans may make comparison easier.
- Some qualitative recommendations, such as the urban design guidelines, left room for interpretation and, thus, were difficult to evaluate.
- More detailed market analysis as part of a Plan would provide more quantitative data on baseline conditions and support for recommendations.
- Performing master plan reality check process before horizon date could be useful to determine if incentives or other interventions should be considered to stimulate development.

# Next Plans to Consider



1990 Shady Grove

1990 Kensington-Wheaton

2000 Silver Spring East

1998 Friendship Heights

