




Master Plan Check-up Briefing

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Description

Staff from the Research & Special Projects (RSP) Division will provide a briefing on the Master Plan Check-Up Project, a continuation of the 2017 Master Plan Reality Check study. The purpose of the project was to identify a common set of basic indicators that could be easily tracked across all master plans. The presentation will begin by providing background in current Master plan monitoring efforts as well as a recap of the Master Plan Reality Check study. It will then describe the Master Plan Check-up project's goals, methodology, indicators and key takeaways. Finally, the presentation will take a wider view to examine master plan monitoring in general and discuss possible next steps.

Overview

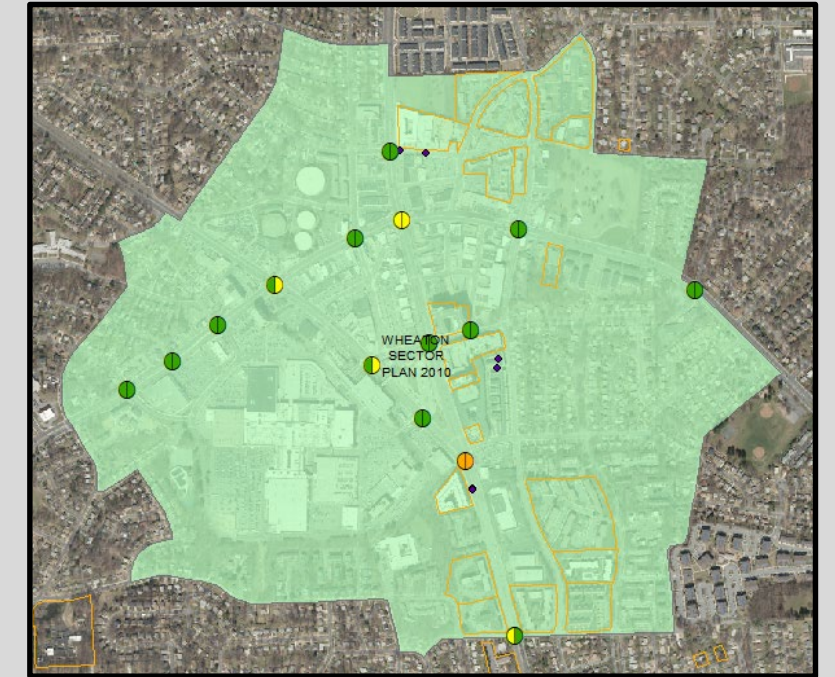
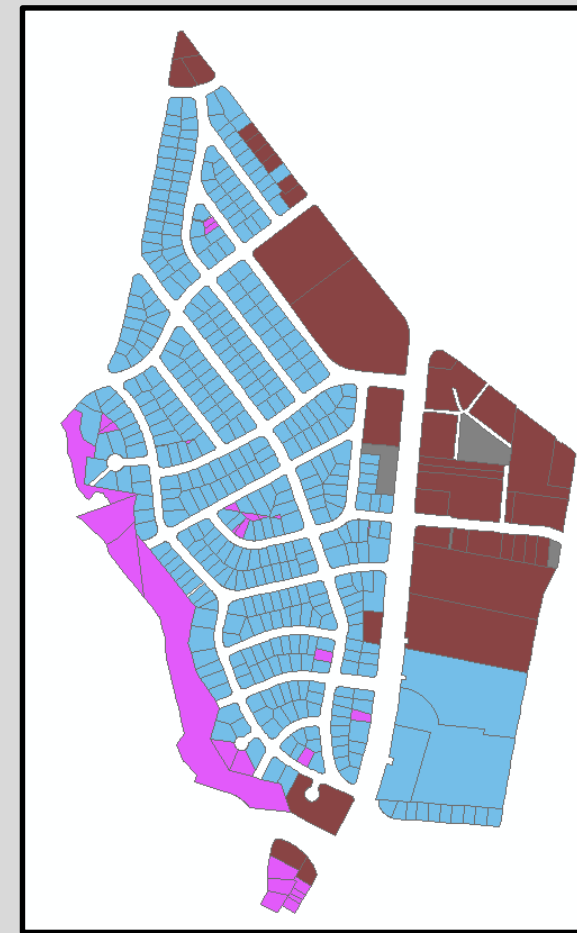
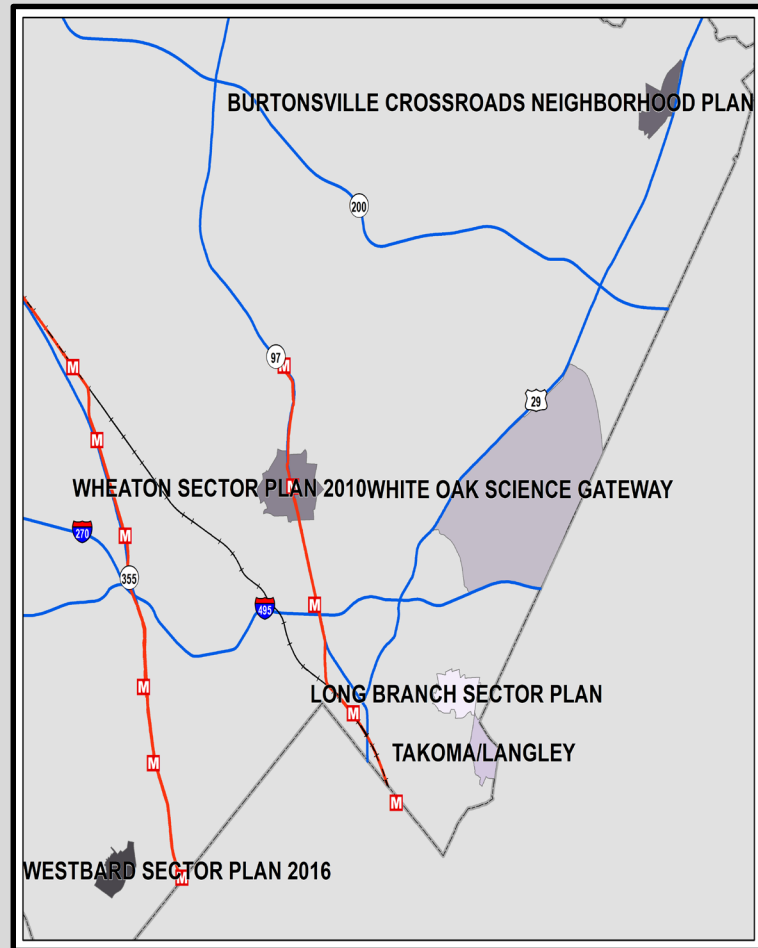
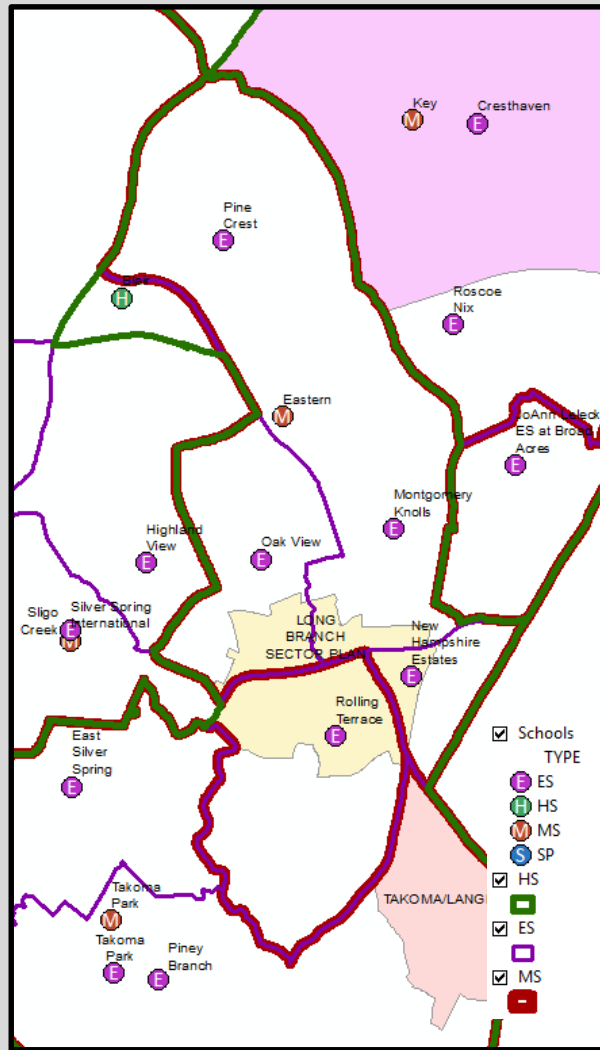
The master planning process has long sought ways in which to evaluate the implementation of a master plan, to what extent the vision was achieved, and to identify which goals and recommendations worked as expected. Recent efforts by the Montgomery Planning Department have included creating individual master plan monitoring devices for the Great Seneca Science Corridor (2000), Shady Grove Sector Plan (2006), White Flint Sector Plan (2010), and Bethesda Downtown Plan (2015). Additionally, the Master Plan Reality Check project examined the Germantown Master Plan (1989), Friendship Heights Sector Plan (1989), and Fairland Master Plan (1997) in extensive detail.

Following the Master Plan Reality Check project, the Planning Board requested staff explore expanding these types of monitoring efforts to other completed, but more recently drafted, master plans. Using the lessons learned from the Master Plan Reality Check, staff evaluated the 20 master plans drafted since 2010, selected six master plans that were feasible to analyze with this approach, and created a set of consistent indicators for all the plans:

1. Residential development
 - a. Units: This data compared the existing and proposed residential dwelling units of single family, multi-family found in the master plans to current unit numbers.

- b. MPDUs: Defined as new units created through the Moderately Priced Dwelling Unit (MPDU) program.
 - c. Residential construction building permits since plan adoption: These DPS permits are for "Construct" Work Type and do not include permits for renovations, alterations, or additions.
2. Non-Residential Development
- a. ORIO Square footage: This data compared the existing and proposed non-residential square footage found in the master plans to current square footage numbers, by ORIO (Office, Retail, Industrial, and Other).
 - b. Non-residential construction building permits since plan adoption: See 1c. above.
3. Community Facilities (Schools & Parks)
- a. School Count: These school counts are based on schools that fall in whichever school boundary (Elementary, Middle, High, Cluster) is referred to in the master plan rather than schools strictly within master plan boundaries.
 - b. New Park Acreage: These acreage figures are based on parks with a centroidal node that falls within master plan boundaries.
4. Transportation
- a. Average CLV Intersection Count: Multiple calculations were used to see whether CLV intersection rates improved or not. This data is based on comparing the data points of more recent to older CLV intersection values and then looking at percent change for the whole master plan to minimize outliers or points lacking data.

The attached presentation provides an overview of the findings from the analysis.



MASTER PLAN CHECK-UP



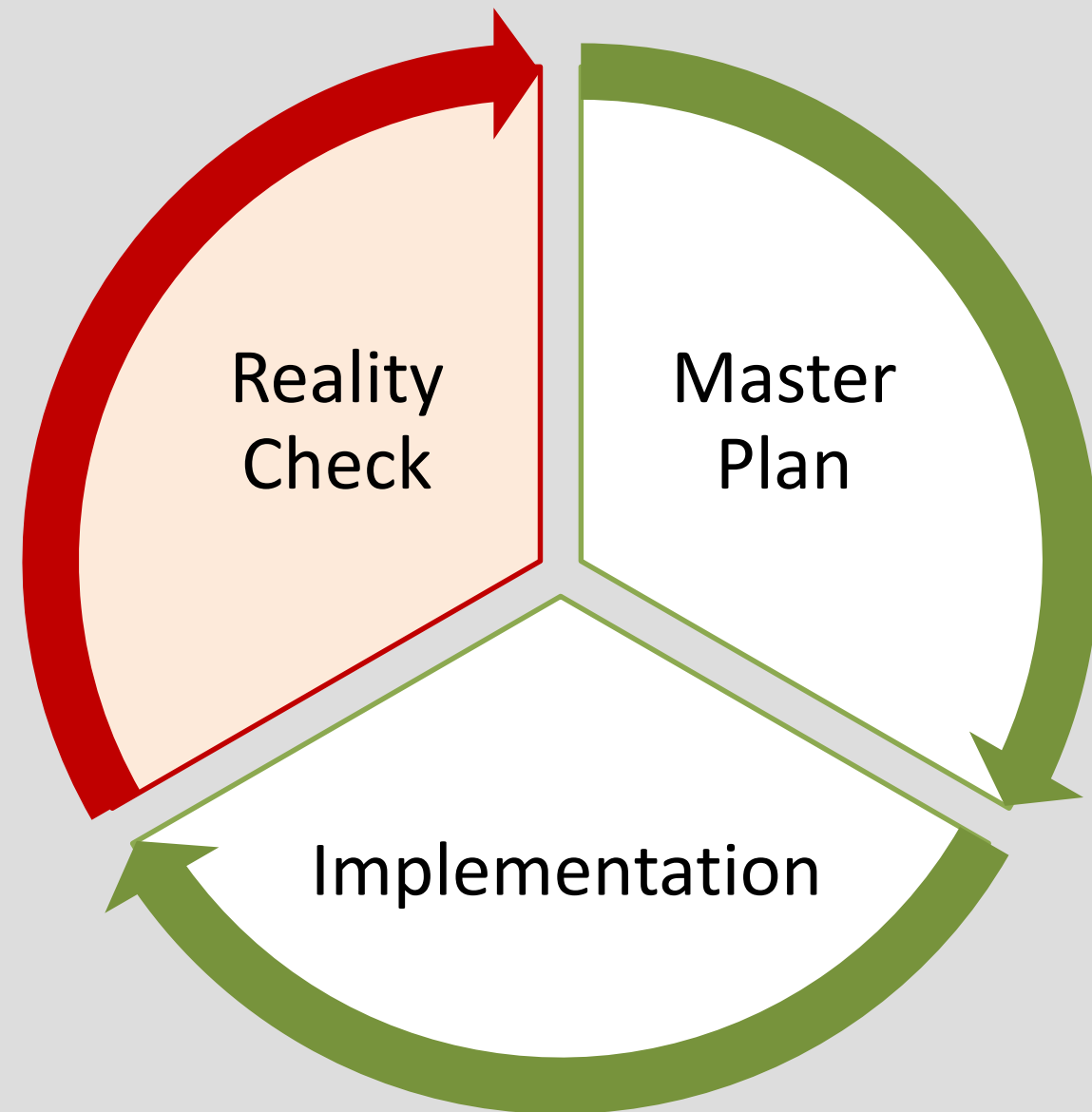
Agenda

- **Previous Master Plan Monitoring Overview**
 - Ongoing Monitoring Efforts
 - Master Plan Reality Check Recap
- Master Plan Check-up
 - Goals
 - Methodology
 - Indicators
 - Takeaways
- Master Plan Monitoring Takeaways

Master Plan Monitoring Efforts

- Biennial Master Plan Monitoring Report
 - Shady Grove
 - White Flint
 - Great Seneca Science Corridor
 - Bicycle Master Plan
- Bethesda Downtown Plan Monitoring and Tracking Program
- High Level Master Plan Monitoring
- Master Plan Reality Check

Master Plan Reality Check Recap – Project Purpose

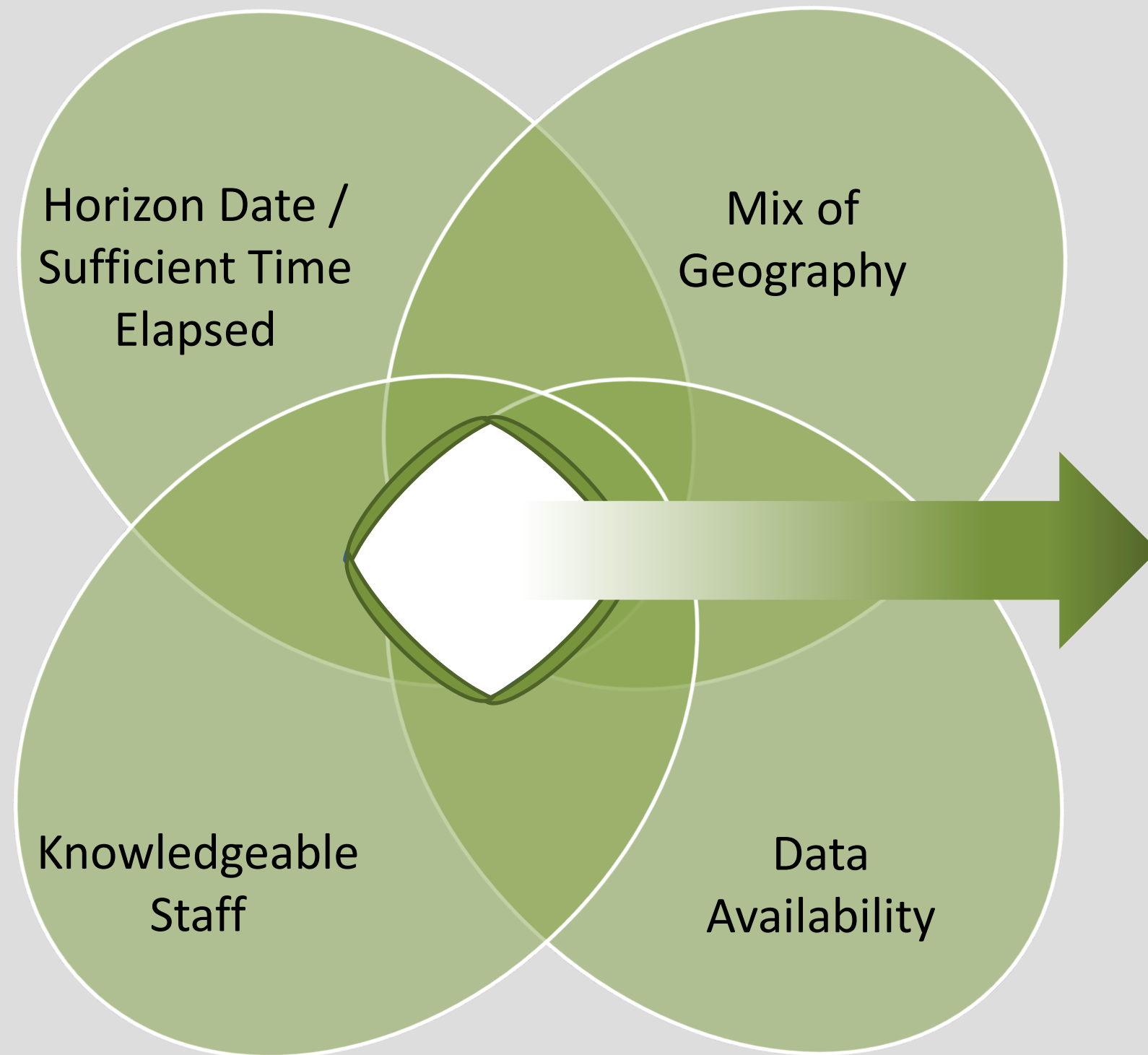


Gauge how master plan goals and vision have been implemented

Evaluate why expected outcomes were and were not met

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

Master Plan Reality Check Selection Criteria



1989
Germantown
Master Plan

1998
Friendship
Heights
Sector Plan

1997
Fairland Master
Plan

Master Plan Reality Check Range of Plans

	1989 Germantown Master Plan	1997 Fairland Master Plan	1998 Friendship Heights Sector Plan
Plan Area Size	11,000 Acres	8,100 Acres	110 Acres
Geography Type	I-270 New Corridor City	Suburban Corridor	Metro-proximate Urban CBD
Development Type	Greenfield	Suburban Infill	Urban Infill
Focus of Plan	Vision/Identity of Sub-Communities (Employment Corridor, Town Center, Residential Villages)	Preservation of Suburban Residential Density, Street Connectivity	Specific Recommendations for Major Parcels (Chevy Chase Land Company, Hecht's, GEICO)
Economic Goals	Strengthen Office and Retail Market	Diversify Office and Retail Markets; Increase Housing Market	Maintain Office, Retail and Housing Market
Public Space Funding	Public	Public and Private	Private
Number of Indicators	24	19	14

Master Plan Reality Check Indicators

Indicators Totals			
Indicator Category	Master / Sector Plan		
	Germantown	Friendship Heights	Fairland
1. Non-residential Development	7	3	3
2. Residential Development	4	2	4
3. Community Facilities	6	1	4
4. Urban Design	2	2	1
5. Transportation	3	3	5
6. Environment	2	3	2
Total	24	14	19

Master Plan Reality Check Takeaways

- **Data Documentation:** Preserve data used at time of master plan analysis for documentation of baseline assumptions.
- **Understand Economic Conditions:** More detailed market analysis as part of a master plan would provide more quantitative data on baseline conditions and support for recommendations.
- **Flexibility:** Plans reflect the time and place in which they are completed as well as the unique plan area characteristics.
- **Monitoring:** Performing master plan reality check before the horizon date could be useful to determine if incentives or other interventions should be considered to stimulate development.

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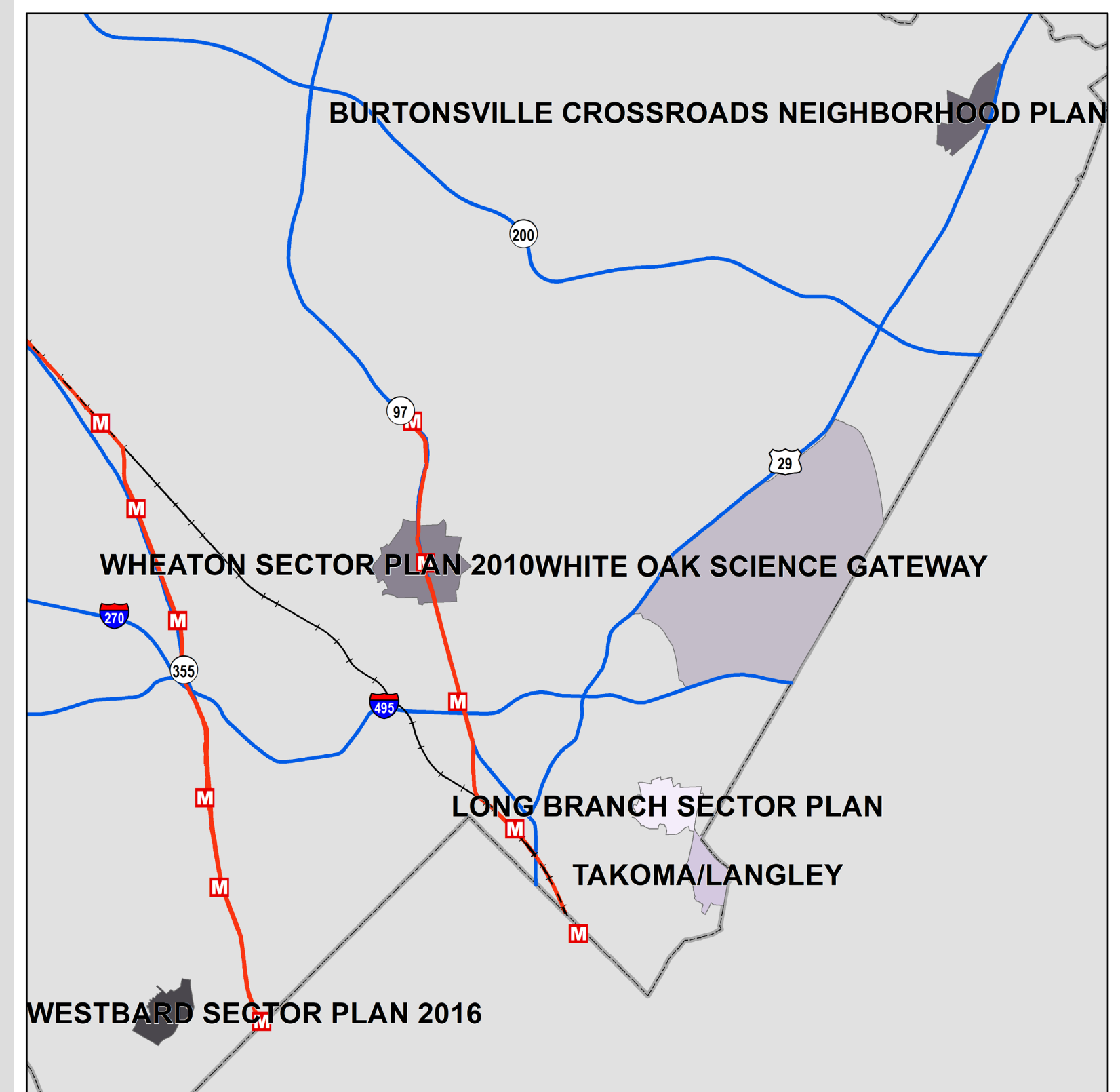
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 - **Goals**
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 - **Takeaways**
- Master Plan Monitoring Takeaways

Master Plan Check Up – Goals

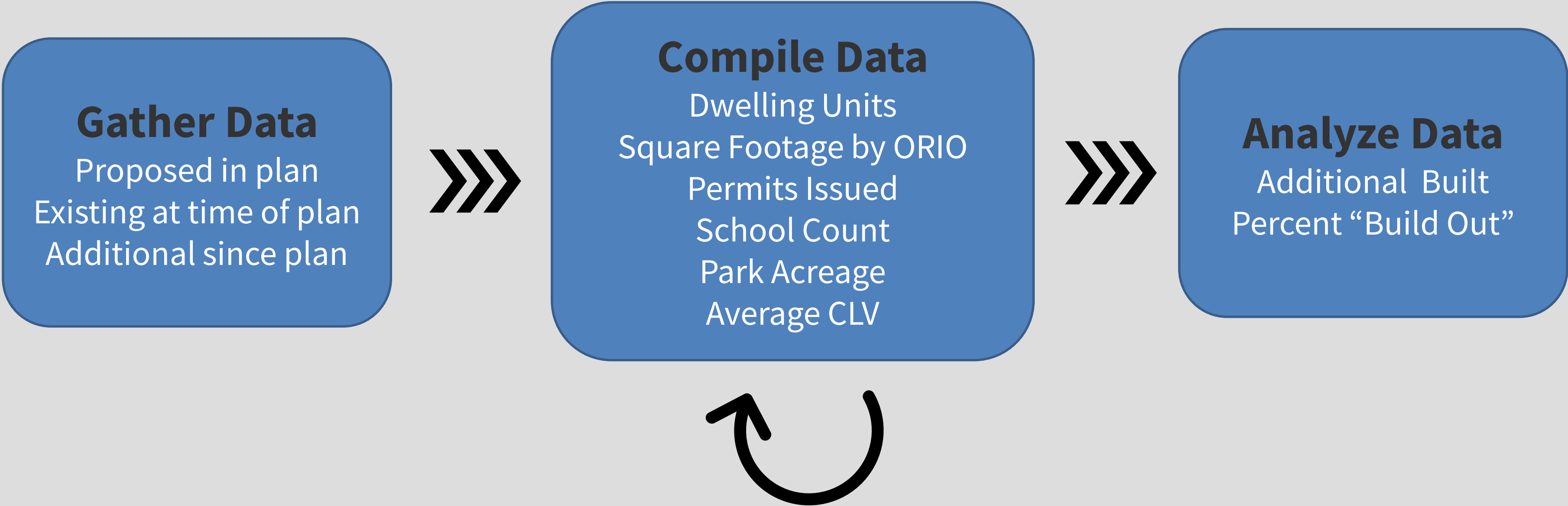
- Create a set of high-level indicators that could be used consistently to measure implementation across plans
 - Indicators would compare conditions at the time of plan, goals set in plan, conditions today
- Monitor correctness of master plans assumptions and aspirations
- Evaluate implementation of master plans

Master Plan Check-up Pilot Plans

- 20 plans originally considered
 - All plans completed since 2010
 - Mix of geographies
 - Data availability
 - Knowledgeable staff
- Seven plans selected
- Six plans fully analyzed



Master Plan Check-up – Methodology



Master Plan Check-up – Methodology

Data Sources

- Maryland State Department of Assessment & Taxation (SDAT)
- DHCA Rental Housing Survey
- DPS residential & commercial building permits
- M-NCPPC Parks Department
- In-house intersection traffic count database

Master Plan Check-up – Indicators

Non-residential

Square Footage by ORIO
Breakdown, Permits Issued

Community Facilities

Schools, Park Acreage

Residential

Dwelling Units by type,
Permits Issued, MPDUs

Transportation

Average CLV

Defining indicators

RESIDENTIAL DEVELOPMENT	Units: Compare the existing and proposed to current. MPDUs: Defined as new units created through the Moderately Priced Dwelling Unit (MPDU) program
NON-RESIDENTIAL DEVELOPMENT	Square footage: Compare the existing and proposed to current
RESIDENTIAL & NON-RESIDENTIAL DEVELOPMENT	Construction building permits since plan adoption: "Construct" Work Type only

Defining indicators

COMMUNITY FACILITIES	<p>School Count: Based on schools that fall in whichever school boundary are referred to in the master plan rather than schools strictly within master plan boundaries</p> <p>New Park Acreage: Based on parks with a centroidal node that falls within master plan boundaries</p>
TRANSPORTATION	<p>Average CLV Intersection Count: compare the data points of more recent to older CLV intersection values</p>

Residential Land use

Residential Development					
Long Branch Sector Plan (2013)					
	A	B	C	A+C=D	D/(A+B)
	Existing on the ground at the time of Plan	Additional Proposed in Plan	Additional Built Since Plan Approval	Current Total	Percent Build Out
Single Family Units	372	369	1	373	
Multi-Family Units	1,804	4,963	ND	1,804	
Total Units	2,176	5,332	ND	2,177	29%
MPDUs	ND	620	ND	ND	

Source: Maryland State Department of Assessment & Taxation (SDAT) and Montgomery County Department of Permitting Services (DPS); Retrieved and compiled August 2018.

Residential & Non-residential Building Permits

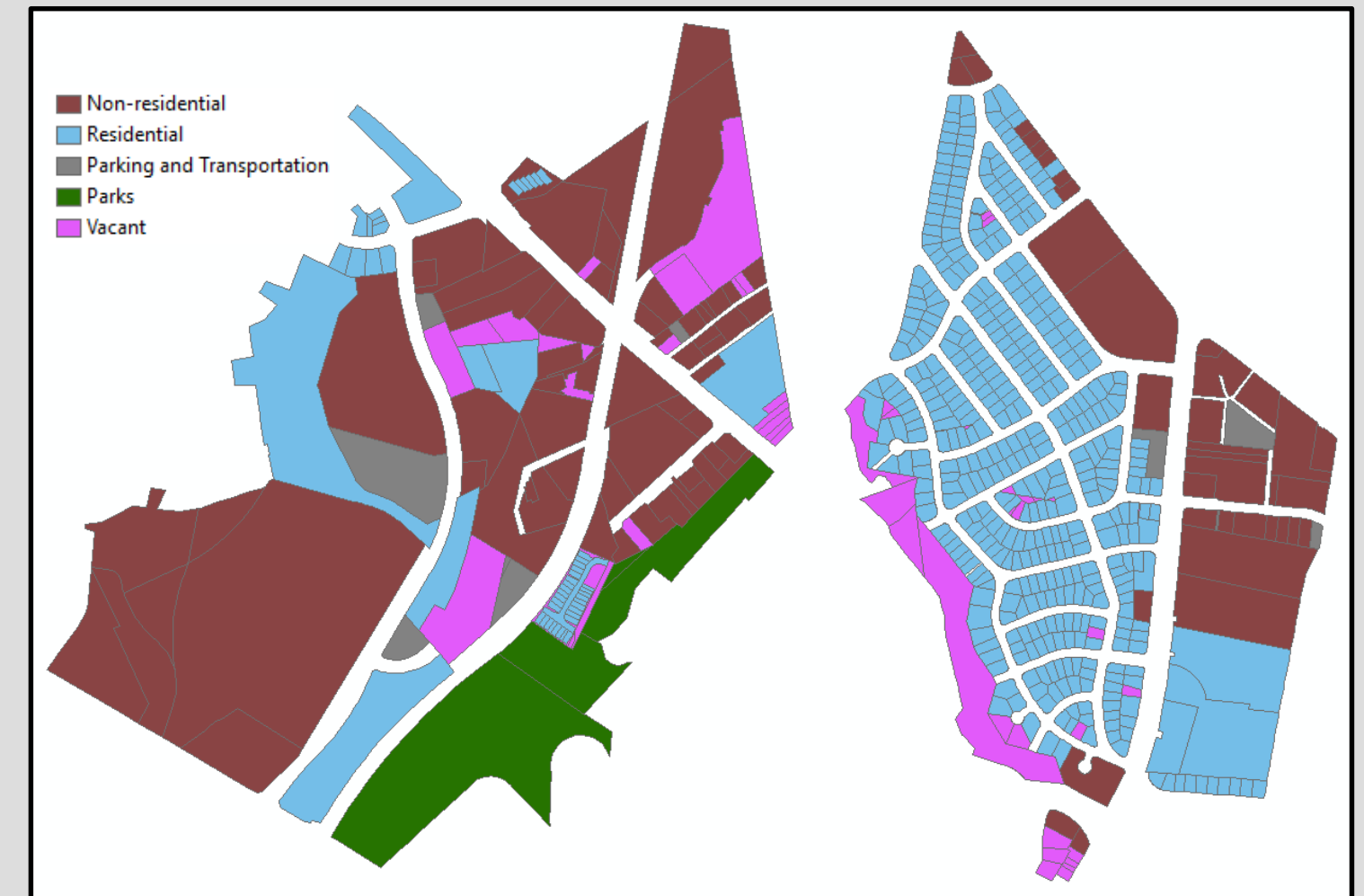
New Construction Building Permits Since Plan Adoption ¹					
	Year	Residential	Features	Non-Residential	Features
Burtonsville Crossroads Neighborhood Plan	2012	0	-	1	1 restaurant
Long Branch Sector Plan	2013	1	1 SFA	1	1 bank
Takoma/Langley	2012	2	2 SFD	1	1 restaurant
Westbard Sector Plan	2016	0	-	1	1 mercantile
Wheaton Sector Plan	2011	54	6 SFD, 36 SFA; Plaza Gardens (232 DU); AVA Wheaton (319 DU)	3	1 mixed use (486 du and grocery); 1 bank; 1 office (M-NCPPC HQ)
White Oak Science Gateway	2014	19	2 SFD, 17 SFD	5	1 convenience store; 1 garage; 1 school expansion; 1 five-story commercial
Total		76		12	

Source: Montgomery County Department of Permitting Services (DPS); Retrieved and compiled August 2018.

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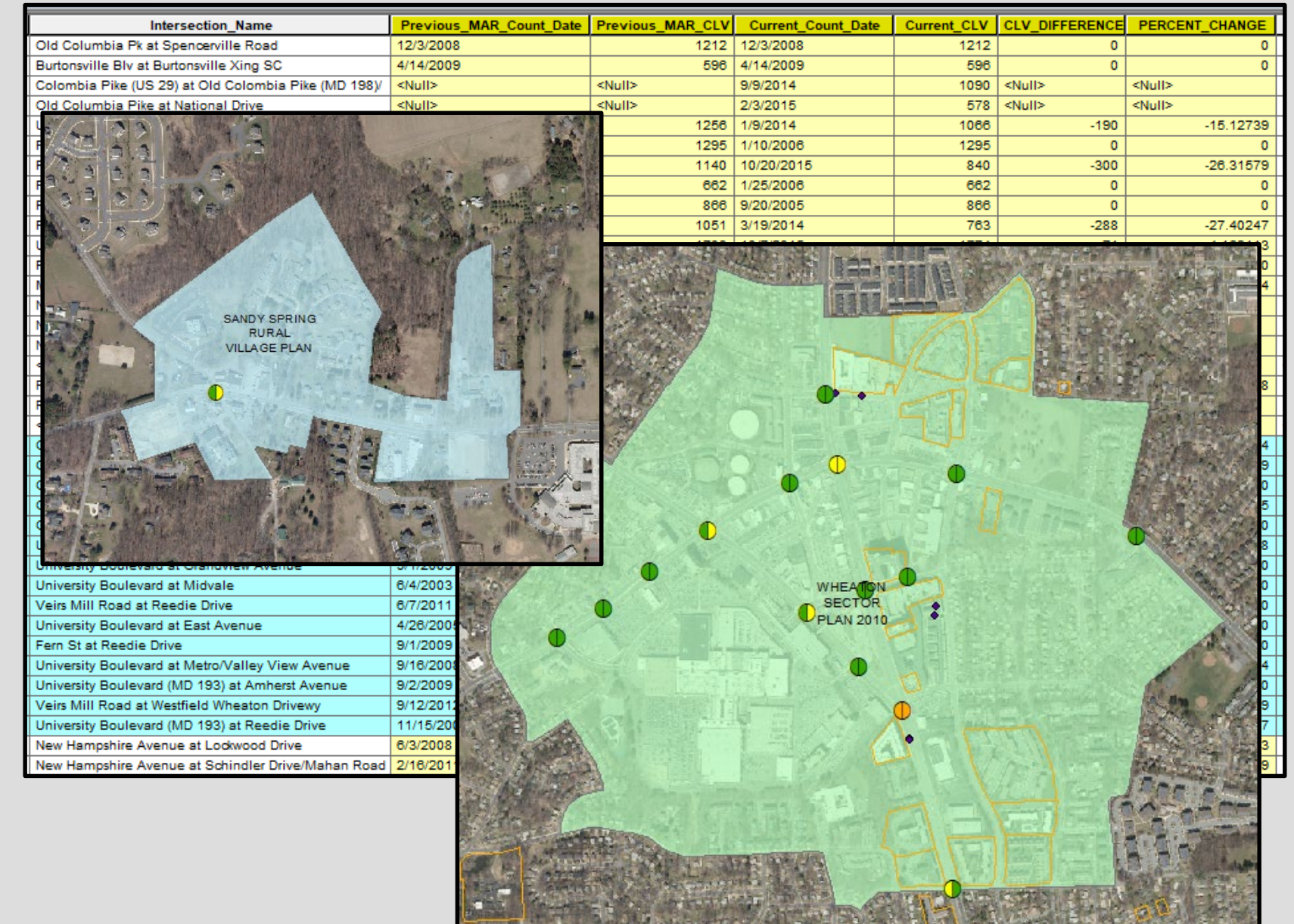
Master Plan Check-up - Takeaways

- Units/SF tend to not realize numbers proposed
 - 4/6 plans actual residential units below 40% of proposed
 - 4/6 plans actual non-residential SF below 40% of proposed
- Majority of building permits are residential (86%)



Master Plan Check-up - Takeaways

- Master plan language did not consistently define school boundaries
- Intersections tend to perform worse over time but without the predicted development as a driver
 - Some situations are out of plan’s purview
 - SHA/MCDOT



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Master Plan Monitoring - Takeaways

- Plans can be hyper-specific
 - Data missing or not collected for master plan
 - Impossible to compare time of plan to present conditions
- Data does not scale
 - Different ways of aggregating numbers
 - ORIO breakdown vs. total non-residential numbers
 - Different quantities of data
 - Traffic intersection points

Master Plan Monitoring - Takeaways

- Determining “net new” Residential and Non-residential
 - Difficult without extensive data analysis of permits and land use, then and now
- Different drivers/motivations for master plan
 - “Transformative development” vs. “Community preservation”

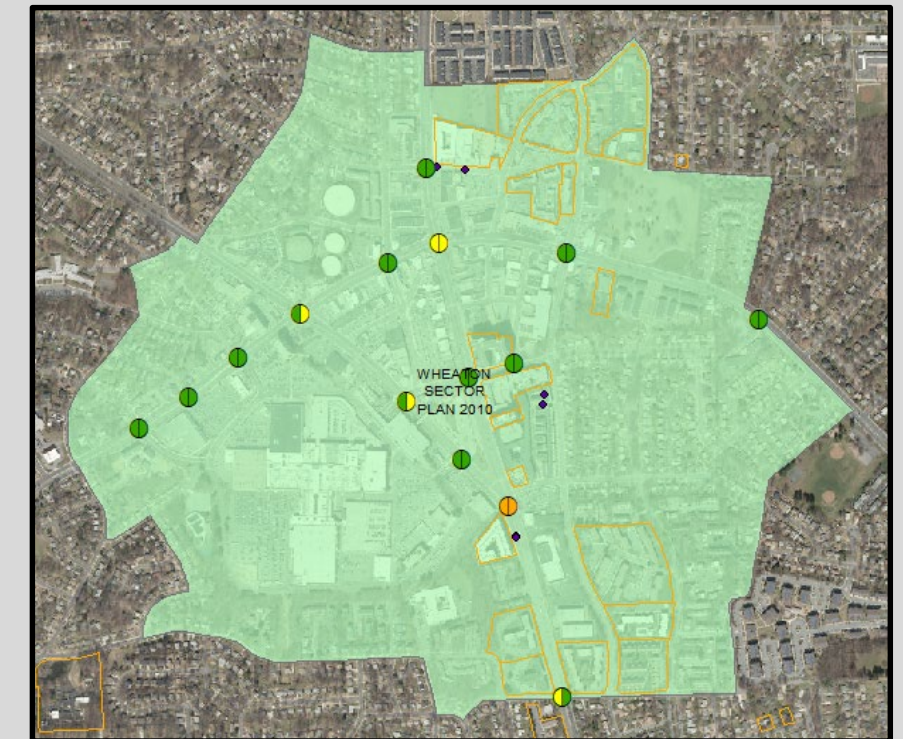
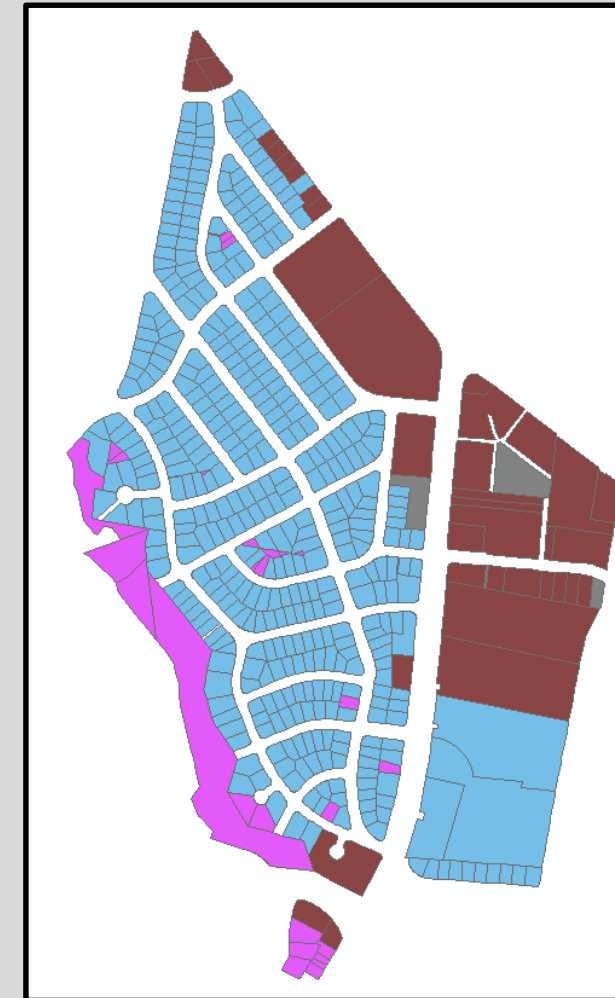
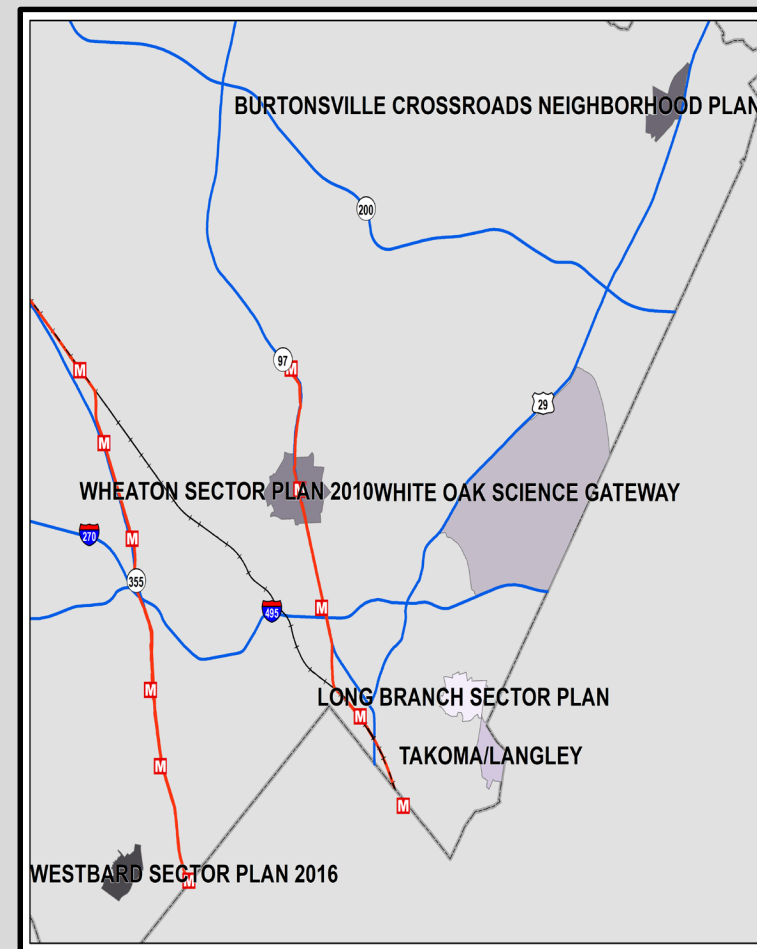
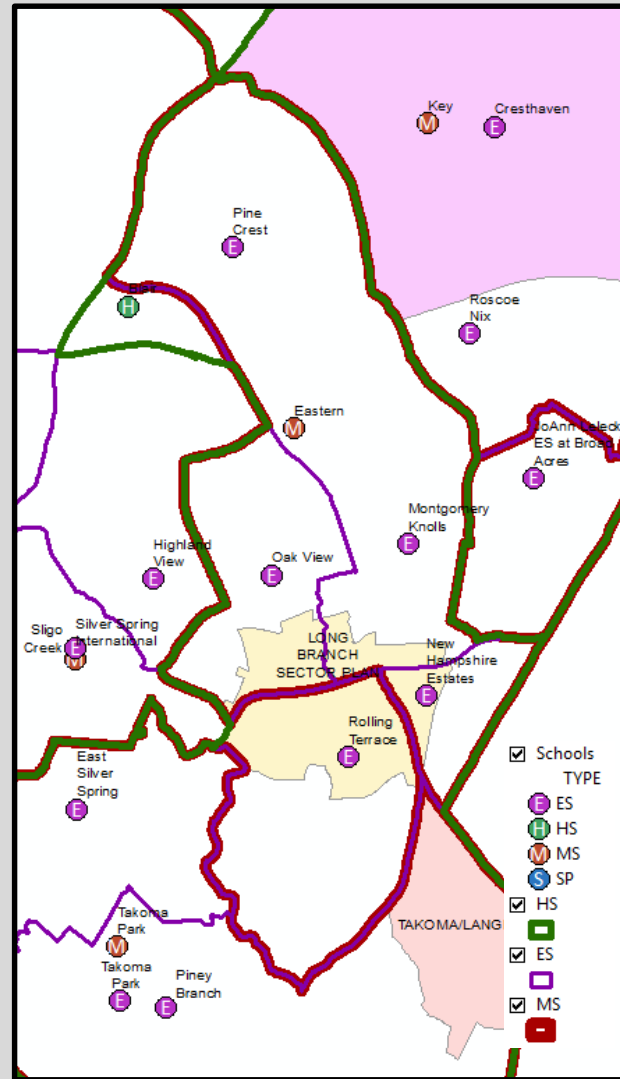
Master Plan Monitoring - Takeaways

- **Data Documentation:** Preserve data used at time of master plan analysis for documentation of baseline assumptions.
- **Understand Economic Conditions:** More detailed market analysis as part of a master plan would provide more quantitative data on baseline conditions and support for recommendations.
- **Flexibility:** Plans reflect the time and place in which they are completed as well as the unique plan area characteristics.
- **Monitoring:** Performing master plan reality check before the horizon date could be useful to determine if incentives or other interventions should be considered to stimulate development.

Master Plan Monitoring – Next Steps

- Internal staff training
 - Standard elements
 - Data consistency
- Analyze remaining 13 plans?
 - If applicable and allowable
 - What timeline for deliverables
- Additional indicators?
- Other ideas?

Comments/feedback?



Appendix: Master Plan Check-up

- Complete tables on the following slides

Residential Land use

Residential Development															
	Burtonsville Crossroads Neighborhood Plan (2012)					Long Branch Sector Plan (2013)					Takoma/Langley (2012)				
	A	B	C	A+C=D	D/(A+B)	A	B	C	A+C=D	D/(A+B)	A	B	C	A+C=D	D/(A+B)
	Existing on the ground at the time of Plan	Additional Proposed in Plan	Additional Built Since Plan Approval	Current Total	Percent Build Out	Existing on the ground at the time of Plan	Additional Proposed in Plan	Additional Built Since Plan Approval	Current Total	Percent Build Out	Existing on the ground at the time of Plan	Additional Proposed in Plan	Additional Built Since Plan Approval	Current Total	Percent Build Out
Single Family Units	6	600	ND	6		372	369	1	373		877	3,623	1	878	
Multi-Family Units	ND		ND	ND		1,804	4,963	ND	1,804		-				
Total Units	6	600	ND	6	1%	2,176	5,332	ND	2,177	29%	877	3,623	1	878	20%
MPDUs	ND	ND	ND	ND		ND	620	ND	ND		ND	ND	-	ND	

Source: Maryland State Department of Assessment & Taxation (SDAT) and Montgomery County Department of Permitting Services (DPS); Retrieved and compiled August 2018.

Residential Land use

Residential Development															
	Westbard Sector Plan (2016)					Wheaton Sector Plan (2011)					White Oak Science Gateway (2014)				
	A	B	C	A+C=D	D/(A+B)	A	B	C	A+C=D	D/(A+B)	A	B	C	A+C=D	D/(A+B)
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Single Family Units	1,134	2,500	ND	1,134		845	6,600	22	867		2,260	2,404	5	2,265	
Multi-Family Units			ND			1,853		1,231	3,084		4,858	5,194	ND	4,858	
Total Units	1,134	2,500	ND	1,134	31%	2,698	6,600	1,253	3,951	42%	7,118	7,598	ND	7,123	48%
MPDUs	ND	ND	ND	ND		ND	ND	ND	ND			ND	ND		

Source: Maryland State Department of Assessment & Taxation (SDAT) and Montgomery County Department of Permitting Services (DPS); Retrieved and compiled August 2018.

Non-residential Land use

Non-residential Development															
	Burtonsville Crossroads Neighborhood Plan (2012)					Long Branch Sector Plan (2013)					Takoma/Langley (2012)				
	A	B	C	A+C=D	D/(A+B)	A	B	C	A+C=D	D/(A+B)	A	B	C	A+C=D	D/(A+B)
	Existing on the ground at the time of Plan	Additional Proposed in Plan	Additional Built Since Plan Approval	Current Total	Percent Build Out	Existing on the ground at the time of Plan	Additional Proposed in Plan	Additional Built Since Plan Approval	Current Total	Percent Build Out	Existing on the ground at the time of Plan	Additional Proposed in Plan	Additional Built Since Plan Approval	Current Total	Percent Build Out
Office SF	730,000	1,400,000	-	730,000	34%	336,823	909,403	-	336,823	27%	482,150	1,449,967	-	482,150	25%
Retail SF													7,453	7,453	
Industrial SF													-	-	
Other SF													-	-	
SUM of ORIO	730,000	1,400,000	-	730,000	34%	336,823	909,403	-	336,823	27%	482,150	1,449,967	7,453	489,603	25%

Source: Maryland State Department of Assessment & Taxation (SDAT) and Montgomery County Department of Permitting Services (DPS); Retrieved and compiled August 2018.

Non-residential Land use

Non-residential Development															
	Westbard Sector Plan (2016)					Wheaton Sector Plan (2011)					White Oak Science Gateway (2014)				
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Office SF	1,057,810	1,285,773	-	1,057,810	45%	570,899	1,535,304	-	570,899	44%	11,187,298	25,434,851	-	11,196,905	31%
Retail SF			2,728,808			2,489,212	63,580	2,792,388							
Industrial SF			126,519			77,600	-	126,519							
Other SF			676			355,944	-	676							
SUM of ORIO	1,057,810	1,285,773	-	1,057,810	45%	3,426,902	4,458,060	63,580	3,490,482	44%	11,187,298	25,434,851	9,607	11,206,512	31%

Source: Maryland State Department of Assessment & Taxation (SDAT) and Montgomery County Department of Permitting Services (DPS); Retrieved and compiled August 2018.

Residential & Non-residential Building Permits

New Construction Building Permits Since Plan Adoption ¹					
	Year	Residential	Features	Non-Residential	Features
Burtonsville Crossroads Neighborhood Plan	2012	0	-	1	1 restaurant
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Community Facilities & Transportation

Community Facilities									
	Burtonsville Crossroads Neighborhood Plan (2012)			Long Branch Sector Plan (2013)			Takoma/Langley (2012)		
	Existing Schools Available at time of Plan	Proposed in Plan	Current Schools Available	Existing Schools Available at time of Plan	Proposed in Plan	Current Schools Available	Existing Schools Available at time of Plan	Proposed in Plan	Current Schools Available
School Count ¹									
ES	1	ND	1	2	ND	4	1	ND	2
MS	1	ND	1	ND	ND	2	1	ND	2
HS	3	ND	3	ND	ND	1	5	ND	5
New Park Acreage ²	ND	ND	47.0	1.5	ND	31.5	ND	ND	12.8

Source: Maryland State Department of Assessment & Taxation (SDAT), retrieved and compiled August 2018; and M-NCPPC Intersection Traffic Count Database.

¹ Based on which school boundaries (Elementary, Middle, High, Cluster) are referred to in the master plan rather than schools strictly within master plan boundaries.

² Current park acreage is based on parks with a centroidal node that falls within master plan boundaries.

³ At its maximum extent (initial and long-term phase) the Greenway could be over 10 acres. However, this recommendation depends on a long-term land acquisition process so estimating acreage is based solely on the recommendation and best-case scenario.

Transportation									
	Burtonsville Crossroads Neighborhood Plan (2012)			Long Branch Sector Plan (2013)			Takoma/Langley (2012)		
	Average CLV Intersection Count ⁴		X			↓			X

⁴ Based on aggregating the percent change from recent to previous CLV intersection data points within the master plan boundary area. Some boundaries have significantly more points than others. For example, some boundaries have as few as three points while others have upward of 30 and it appears that the more points, the more the data leans toward parity between newer and older CLV data. The red "down" arrow indicates current Average CLV intersections that perform relatively slower than the previous measure, the green "up" arrow indicates current Average CLV intersections that perform relatively faster than the previous measure, and the blue "X" notation indicates where there is insufficient data or no data available to make a comparison.

Community Facilities & Transportation

Community Facilities									
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	Existing Schools Available at time of Plan	Proposed in Plan	Current Schools Available	Existing Schools Available at time of Plan	Proposed in Plan	Current Schools Available	Existing Schools Available at time of Plan	Proposed in Plan	Current Schools Available
School Count ¹									
ES	3	ND	3	4	ND	4	17	ND	15
MS	2	ND	2	3	ND	3	5	ND	5
HS	2	ND	2	5	ND	5	3	ND	2
New Park Acreage ²	13.5 ³	ND	51.9	ND	ND	0.7	ND	ND	451.1

Source: Maryland State Department of Assessment & Taxation (SDAT), retrieved and compiled August 2018; and M-NCPPC Intersection Traffic Count Database.

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