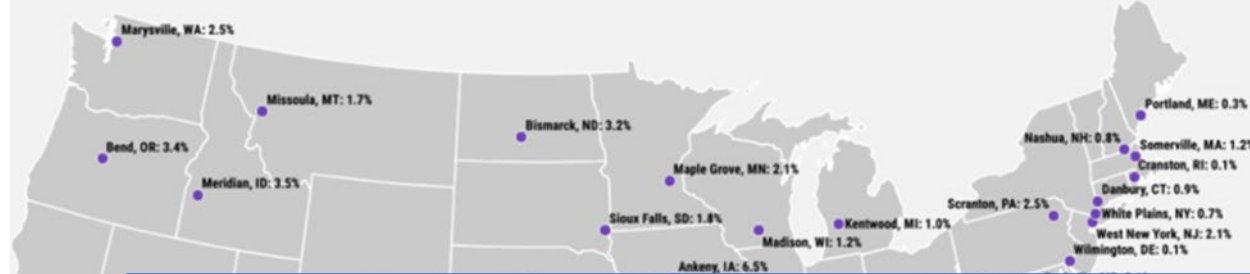




Growth Management Tools:
*A Look At One
Municipality's Toolbox*

*Jeffery G. Ulma, AICP
Director of Planning & Development
Town of Mount Pleasant, SC
May 14, 2019*

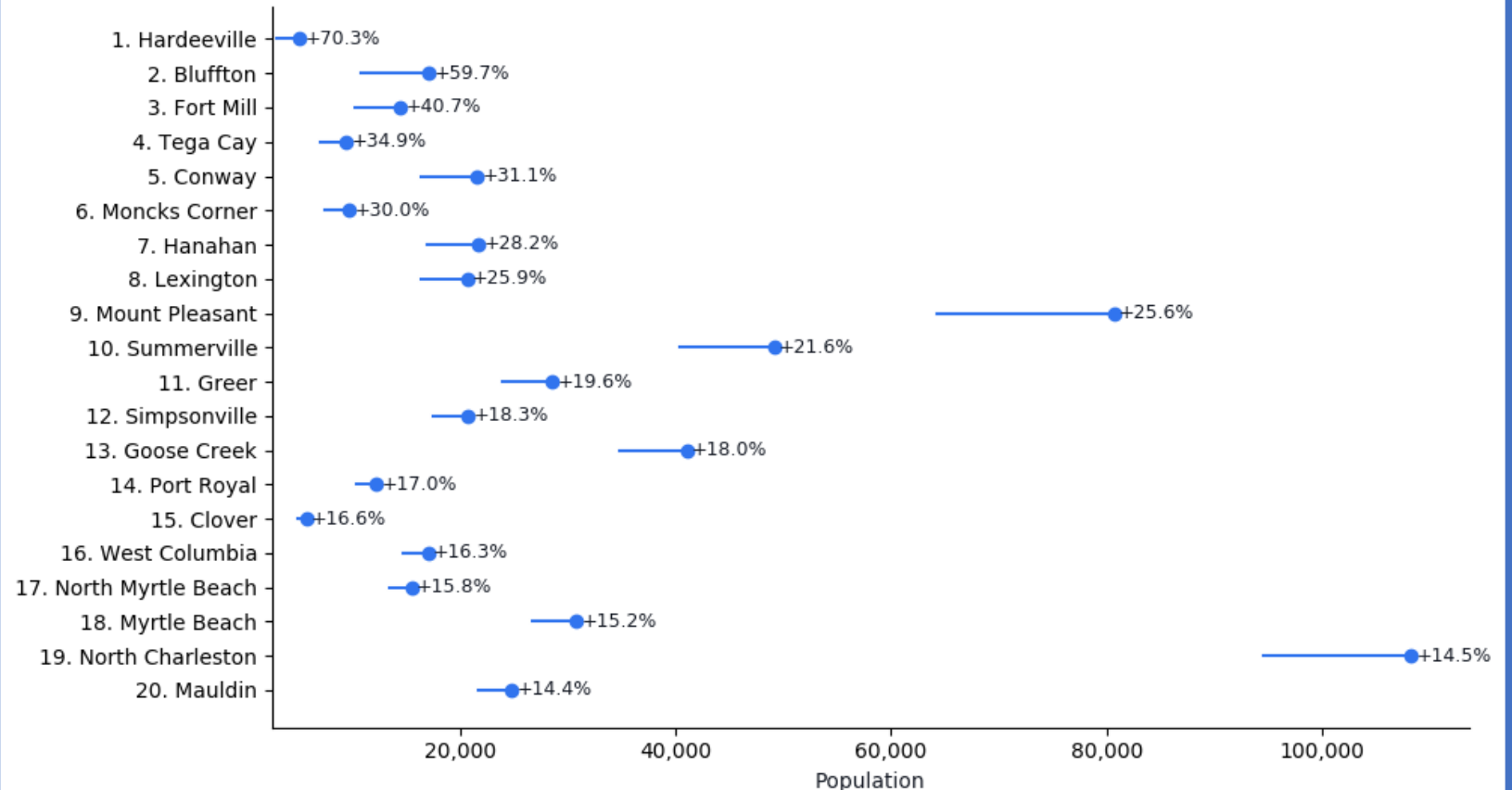
FASTEST GROWING CITY IN EACH STATE



See the top 20 fastest-growing cities below, and check out [WalletHub's site](#) for the full rankings. (Fall, 2018)

1. Fort Myers, Florida
2. Midland, Texas
3. Pearland, Texas
4. Bend, Oregon
5. McKinney, Texas
6. College Station, Texas
7. Lehigh Acres, Florida
8. Mount Pleasant, South Carolina
9. Enterprise, Nevada
10. Irvine, California
11. Milpitas, California
12. Pleasanton, California
13. Murfreesboro, Tennessee
14. Meridian, Idaho
15. Redwood City, California
16. Frisco, Texas
17. Round Rock, Texas
18. Austin, Texas
19. Miami, Florida
20. Saint George, Utah

Fastest Growing Cities In South Carolina
2010-Current



SOURCE: US C...

Population Growth Means a City Is Thriving, or Does It?

Public officials and reporters alike adopt the myth that bigger is better. That's not always the case.

BY J.B. WOGAN | SEPTEMBER 2017



Growing Cities and Affordable Housing: The Effects of Rapid Urban Development

By: Tema Flanagan | May 18, 2018 | Updated: December 21, 2018 | [Urban living](#)



BLOG POST

How Cities Grow Big; Not How Big Cities Grow!

Can cities stop growth? is there an ideal size for a city-region? What really matters is **HOW** a city grows big, not how big a city grows. Design matters. When people suggest a city is getting too big, shift the conversation from quantity to quality.

Brent Toderian | June 16, 2015, 11am PDT



How fast?

Top 10 growth rates (2016-17):

Fort Mill	15.9%
Bluffton	11.8%

Cities ask newcomers to pay for growth — but that could raise home prices for everyone

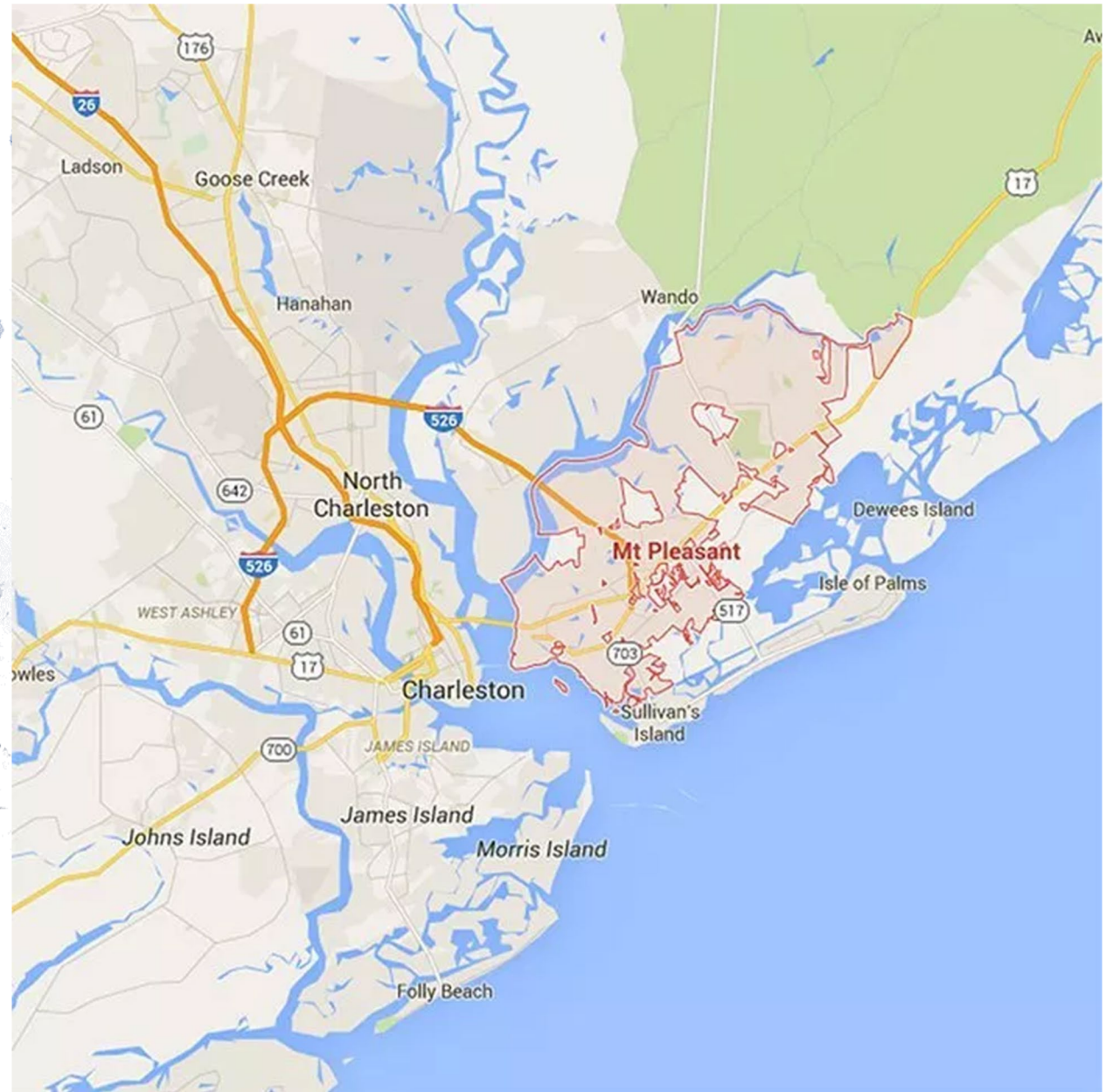
Charleston area, Upstate cities see explosive growth, while Columbia loses residents

BY DAVID SLADE DSLADE@POSTANDCOURIER.COM
MAY 24, 2018

Mount Pleasant	3.4%
Myrtle Beach	3.0%
Summerville	2.7%

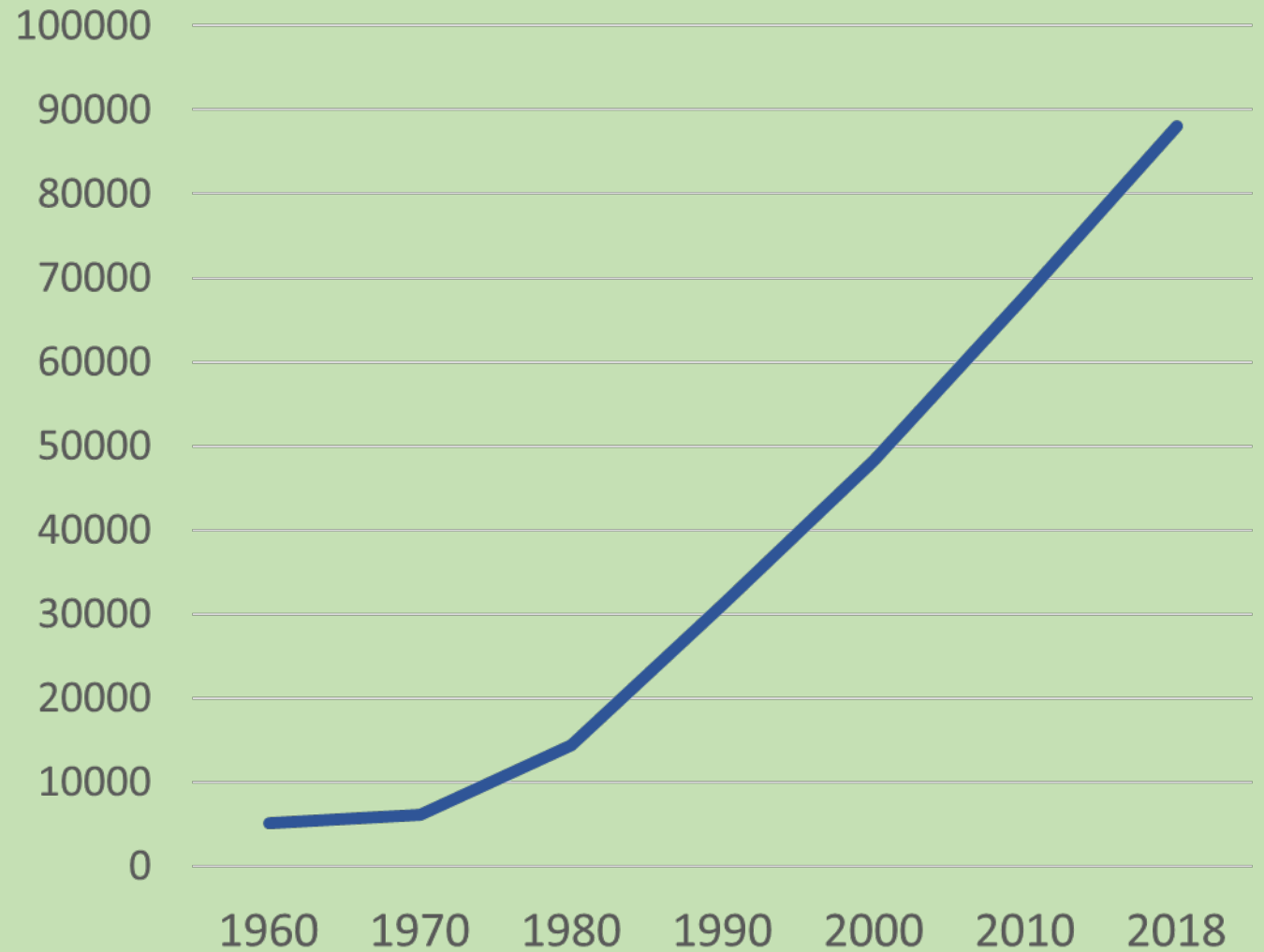


Mount Pleasant, SC



Mount Pleasant, SC

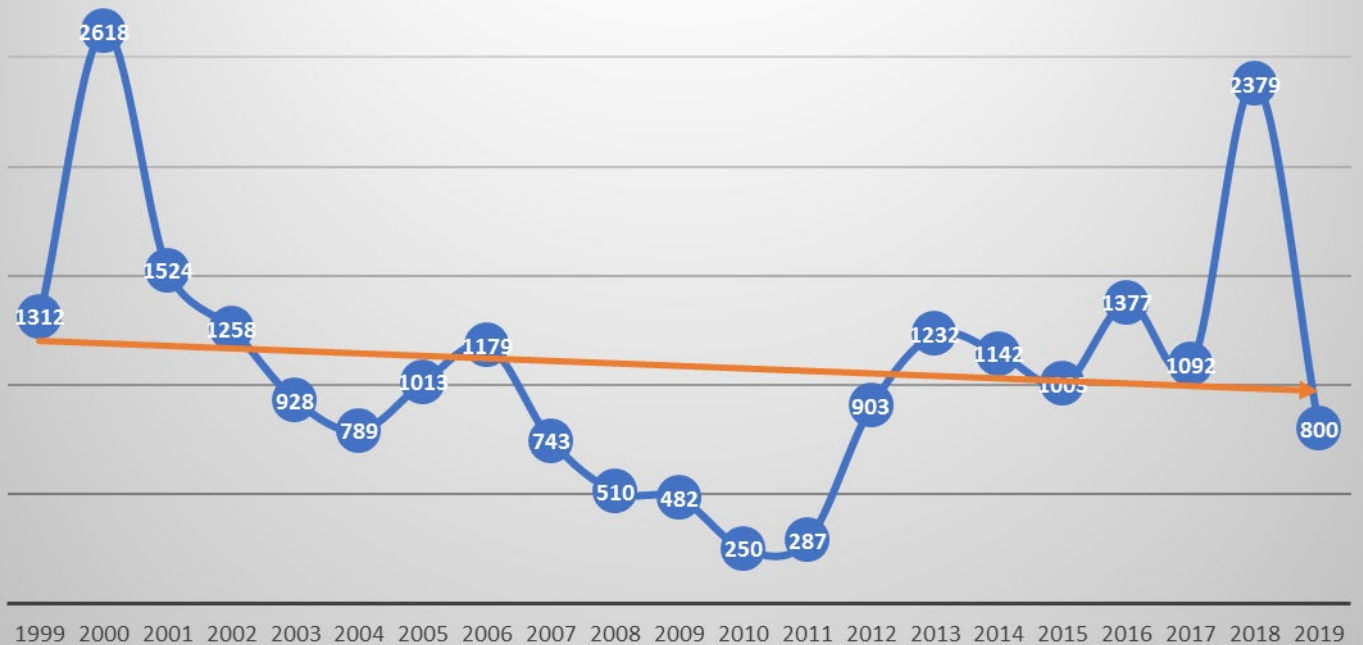
Mount Pleasant Population Growth Since 1960





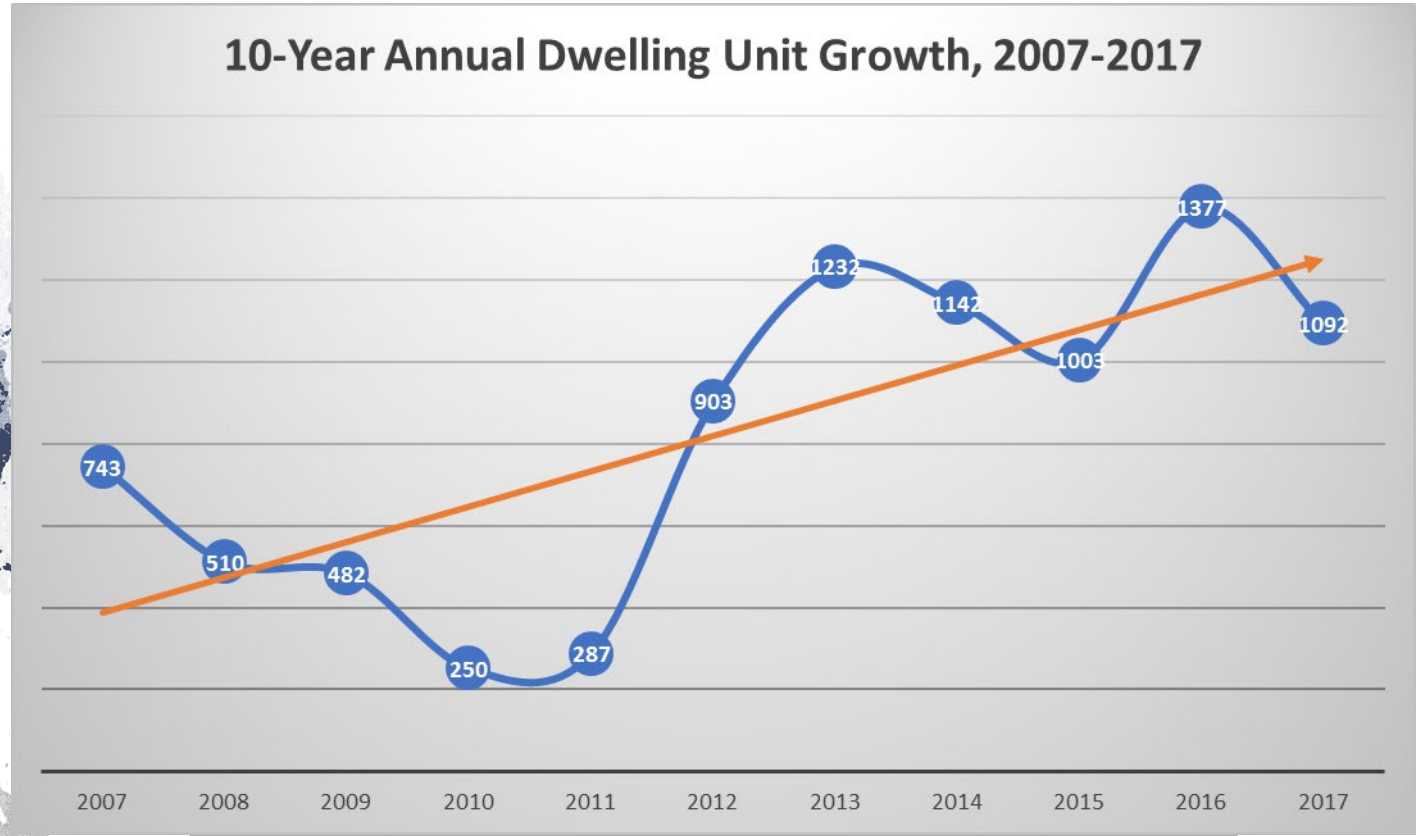
Mount Pleasant, SC

20-Year Annual Dwelling Unit Growth, 1999-2019



Mount Pleasant, SC

10-Year Annual Dwelling Unit Growth, 2007-2017



**IT'S UNBELIEVABLE THE PRIMITIVE
FEELINGS THAT ARE AROUSED BY RAPID
CHANGE.**

- SHEILA BALLANTYNE -



The Push to Manage Growth

Constant changes

Many members of the community have migrated to the area from elsewhere (different backgrounds, experiences, etc.)

A heightened sense of urgency in the community

Conflicts between “Old-Timers” and “Newbies”

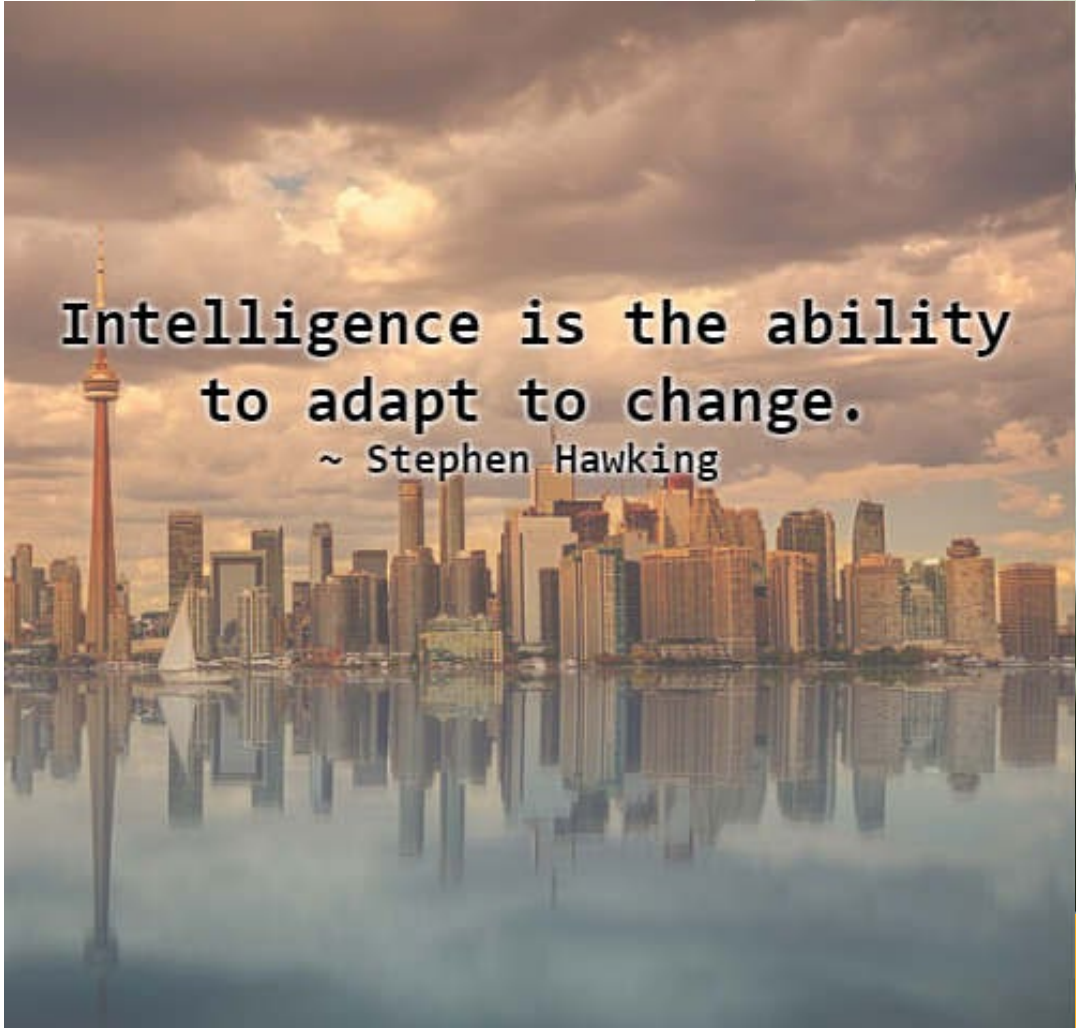
Citizen unrest; Politicians tossed out

Symptoms of growth readily apparent (traffic, schools, loss of open space, grading of property, construction)

Costs (can you say increased taxes?) to service new development rising

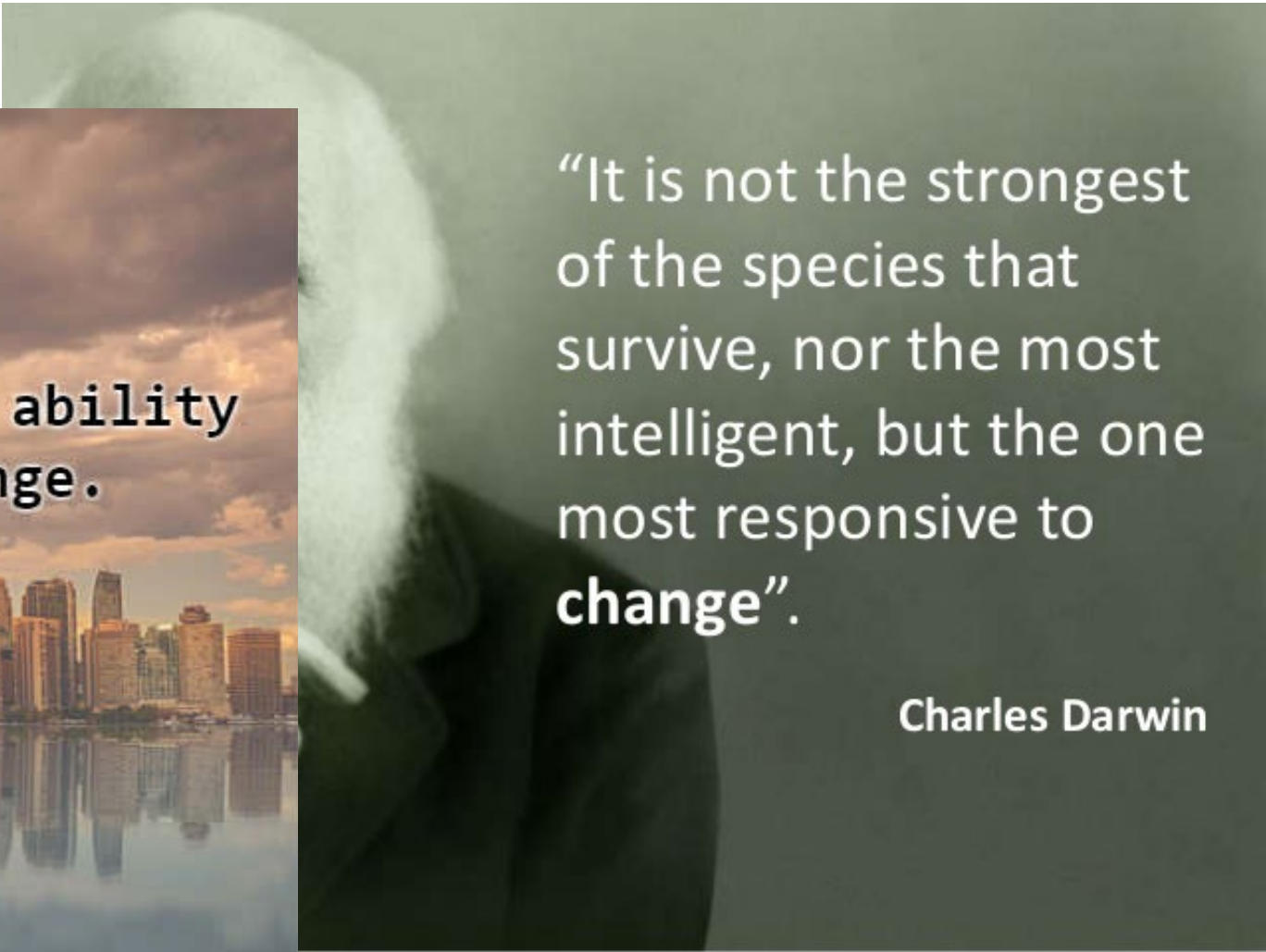
Fast growth with limited land supply increases housing costs; other ways to overcome this (like ADU's and AirBnB) yield new conflicts and issues to address

Unreasonable expectations about instant results after actions are taken



Intelligence is the ability
to adapt to change.

~ Stephen Hawking



“It is not the strongest
of the species that
survive, nor the most
intelligent, but the one
most responsive to
change”.

Charles Darwin

AHEAD

*In a changing world, be **ADAPTIVE***



“Kick It Up A Notch:” Some Cutting-Edge Tools & Approaches

- More Complex Issues = More Sophisticated Regulations, Programs (Both From A Planning & A Legal Perspective)
- Most Approaches Deal Directly With The *RATE* or *AMOUNT* or *LOCATION* Of Growth
- Some Go After The Side Effects
 - Quality/“Look & Feel” Of The Built Environment
 - Impacts On Natural Systems

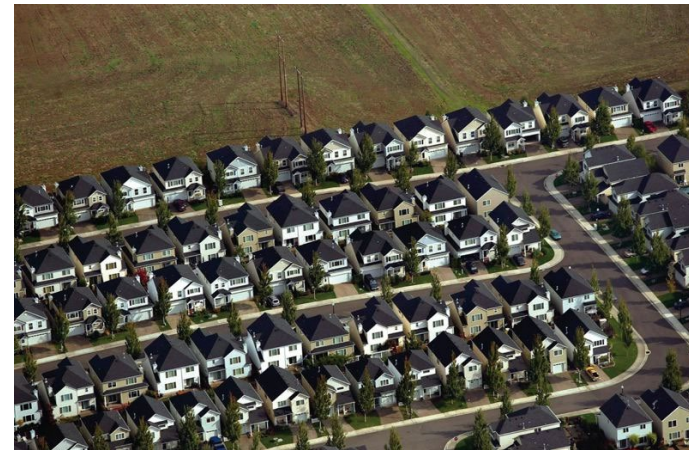


“Kick It Up A
Notch:” Some
Cutting-Edge
Tools &
Approaches

- Growth Boundaries
- APFO's (Adequate Public Facilities Ordinances)
- Impact Fee Systems
- Land Dedication Requirements
- Moratoria
- Permit Allocation Systems

Theory: Growth Limit Boundary (or Preferred Development Areas)

- Set A Physical Limit On Where Growth And Development Will Be Allowed Or Steer New Growth To Preferred Locations
- May Be Based On The Ability Of The Local Government To Provide Services
- Also Used To Protect & Conserve Certain Parts Of A Community
- May Be Required By State Law



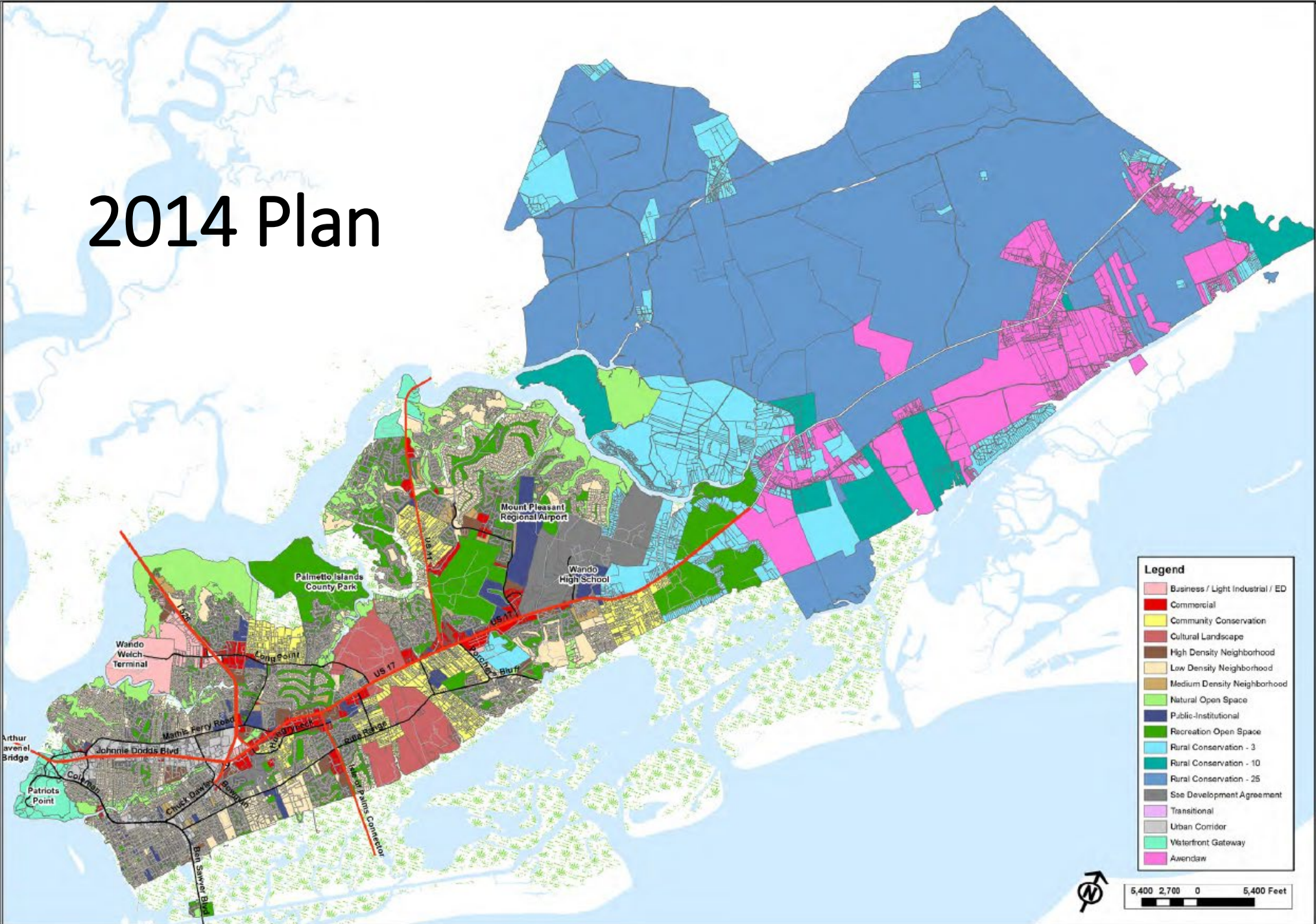
Practice: Urban Growth Line

Mount Pleasant → Urban Growth Line

- Included In The Comprehensive Plan
- Done In Coordination With Charleston County
- 1st Established In 1999
- Reinforced In Several Iterations Of The Comp Plan, Including The New Draft Plan

2014 Plan

Town of Mount Pleasant Future Land Use



Legend

Business / Light Industrial / ED
Commercial
Community Conservation
Cultural Landscape
High Density Neighborhood
Low Density Neighborhood
Medium Density Neighborhood
Natural Open Space
Public-Institutional
Recreation Open Space
Rural Conservation - 3
Rural Conservation - 10
Rural Conservation - 25
See Development Agreement
Transitional
Urban Corridor
Waterfront Gateway
Awendaw

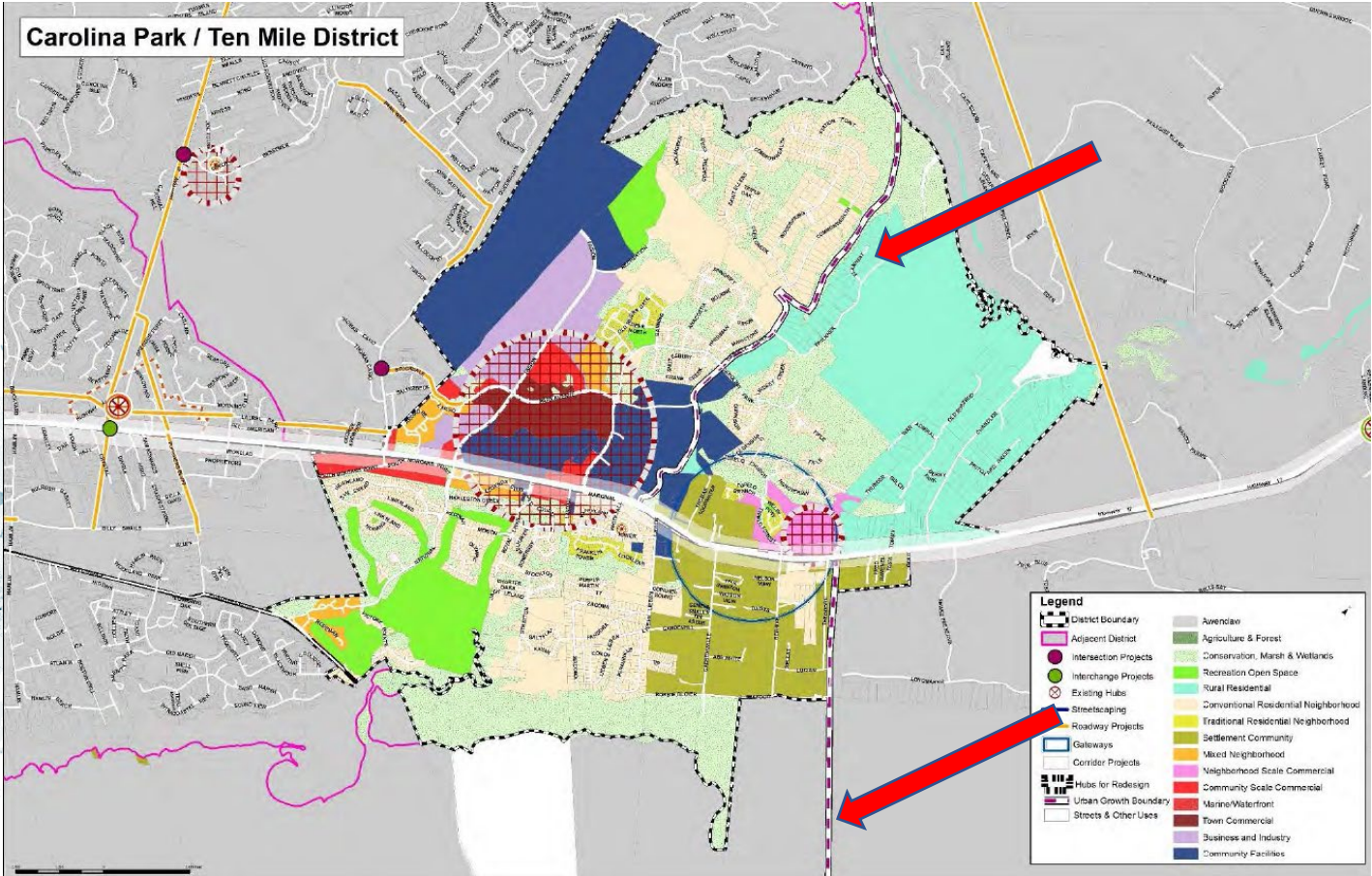


5,400 2,700 0 5,400 Feet



2019 Plan

Practice: Urban Growth Line





Theory: Impact Fees

- Concept: New Growth Pays Its Way (“Growth Should Pay For Itself”)
- Requires Extensive Study To Determine What The Fee Should Be; Can’t Just Make It Up
- Fees Need To Be Charged Fairly/Equitably/Uniformly (Unless Some Sort Of Zone System Is Used)
- Usually Charged For Transportation, Water & Sewer. Sometimes Schools. Sometimes Other Government Services (Fire, Parks & Recreation)



Theory: Impact Fees

- Don't Have To Charge The Full Amount
- Can Only Use The Fee Revenue For Infrastructure, Not Operating
- Can Add Significant \$ To The Cost Of A House
- May Discourage New Development That The Community DOES Want

Practice: Impact Fees

Appendix A - General Development Impact Fee Schedule

RESIDENTIAL IMPACT FEES ^(1,2,3)			
RESIDENTIAL	RECREATION IMPACT FEE	FIRE PROTECTION IMPACT FEE	MUNICIPAL FACILITIES AND EQUIPMENT IMPACT FEE
Dwelling Type	Discounted Fee Per Unit	Discounted Fee Per Unit	Discounted Fee Per Unit
<i>Single Family (attached or detached)</i>	\$2,031.60	\$204.24	\$493.56
<i>Multifamily (> 2 dwelling units)</i>	\$1,322.04	\$132.90	\$321.18
NON-RESIDENTIAL		FIRE PROTECTION IMPACT FEE	MUNICIPAL FACILITIES AND EQUIPMENT IMPACT FEE
		Discounted Fee Per Square Foot	Discounted Fee Per Square Foot
		\$0.53	\$0.61

TRANSPORTATION IMPACT FEE ^(1,2,3,4)			Tenth Edition
<i>2015 ADT trip ends</i>	703,516	<i>Net total cost of transportation improvements</i>	\$77,597,092
<i>2035 ADT trip ends</i>	875,750	<i>Discount Rate</i>	20%
<i>Net new trip ends</i>	172,234	<i>Discounted Impact Fee Per Trip End</i>	\$360.43

TRANSPORTATION IMPACT FEE						
Land use	ITE code	Development type	Tenth Edition Daily trips	Per	Pass-by rate	Discounted Fee
Port & Terminal	22	General aviation airport	14.94	per employee	N.A.	\$5,384.77
Industrial	110	General light industrial	0.00496	Sq. Ft.	N.A.	\$1.79
	130	Industrial park	0.00337	Sq. Ft.	N.A.	\$1.21
	140	Manufacturing	0.00393	Sq. Ft.	N.A.	\$1.42
	150	Warehousing	0.00174	Sq. Ft.	N.A.	\$0.63
	151	Mini-warehouse	0.00151	Sq. Ft.	N.A.	\$0.54
	170	Utilities	0.01324	Sq. Ft.	N.A.	\$4.77
Residential	210	Single-family detached housing	9.44	Unit	N.A.	\$3,402.42
	220	Multifamily housing (low-rise)	7.32	Unit	N.A.	\$2,638.32
	221	Multifamily housing (mid-rise)	5.44	Unit	N.A.	\$1,960.72
	222	Multifamily housing (high-rise)	4.45	Unit	N.A.	\$1,603.90
	253	Congregate care facility	2.02	Unit	N.A.	\$728.06
	254	Assisted living	2.6	Beds	N.A.	\$937.11
Lodging	255	Continuing care community	2.4	Unit	N.A.	\$865.02
	310	Hotel	8.36	Room	N.A.	\$3,013.16
	312	Business hotel	4.02	Room	N.A.	\$1,448.91
	330	Resort hotel	2.79	Room	N.A.	\$1,005.59
	416	Campground/RV park	3.76	Camp site	N.A.	\$1,355.20



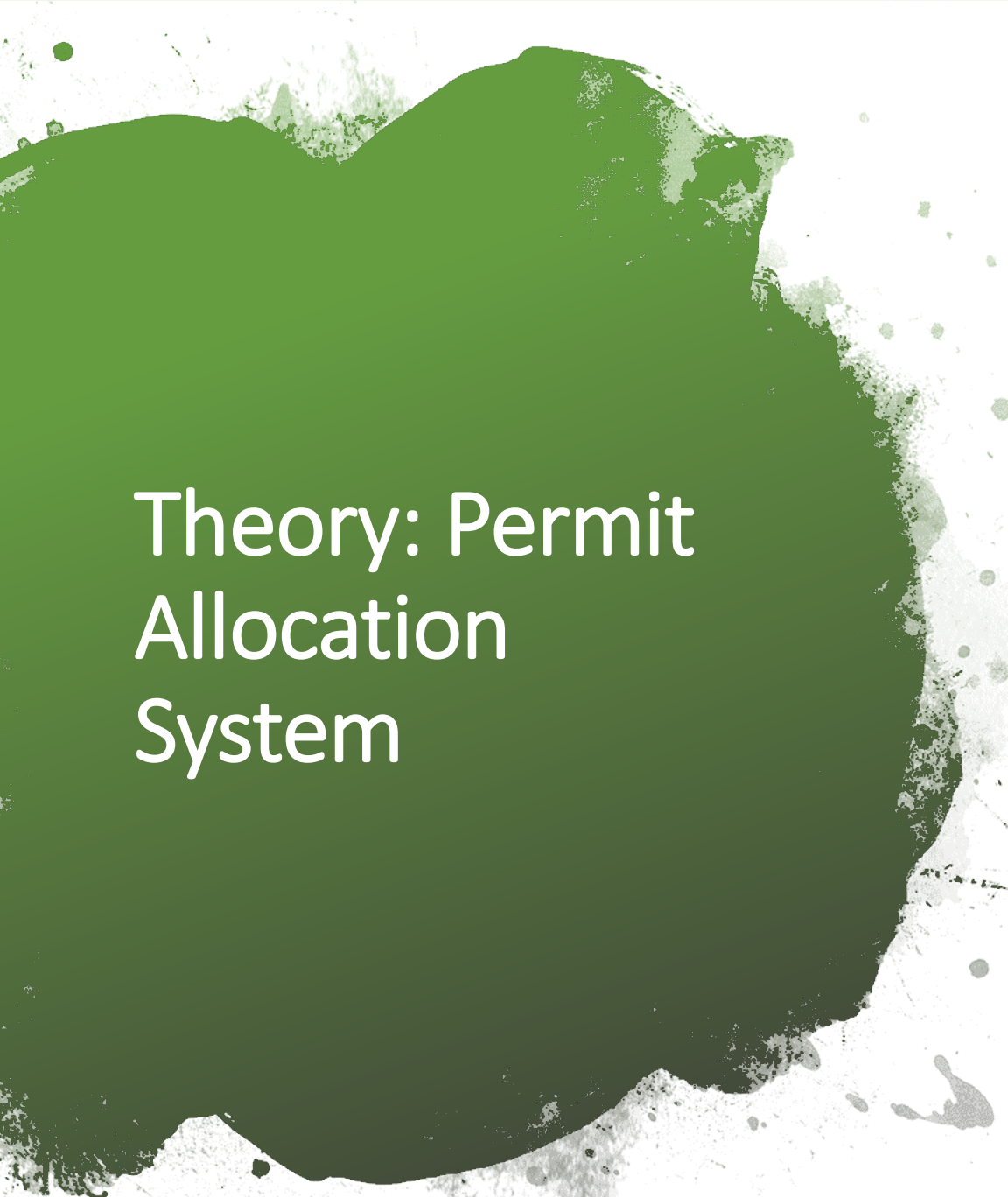
Theory:
Moratoria

Stop Development Until
We Can Study It & Then Do
Something About It



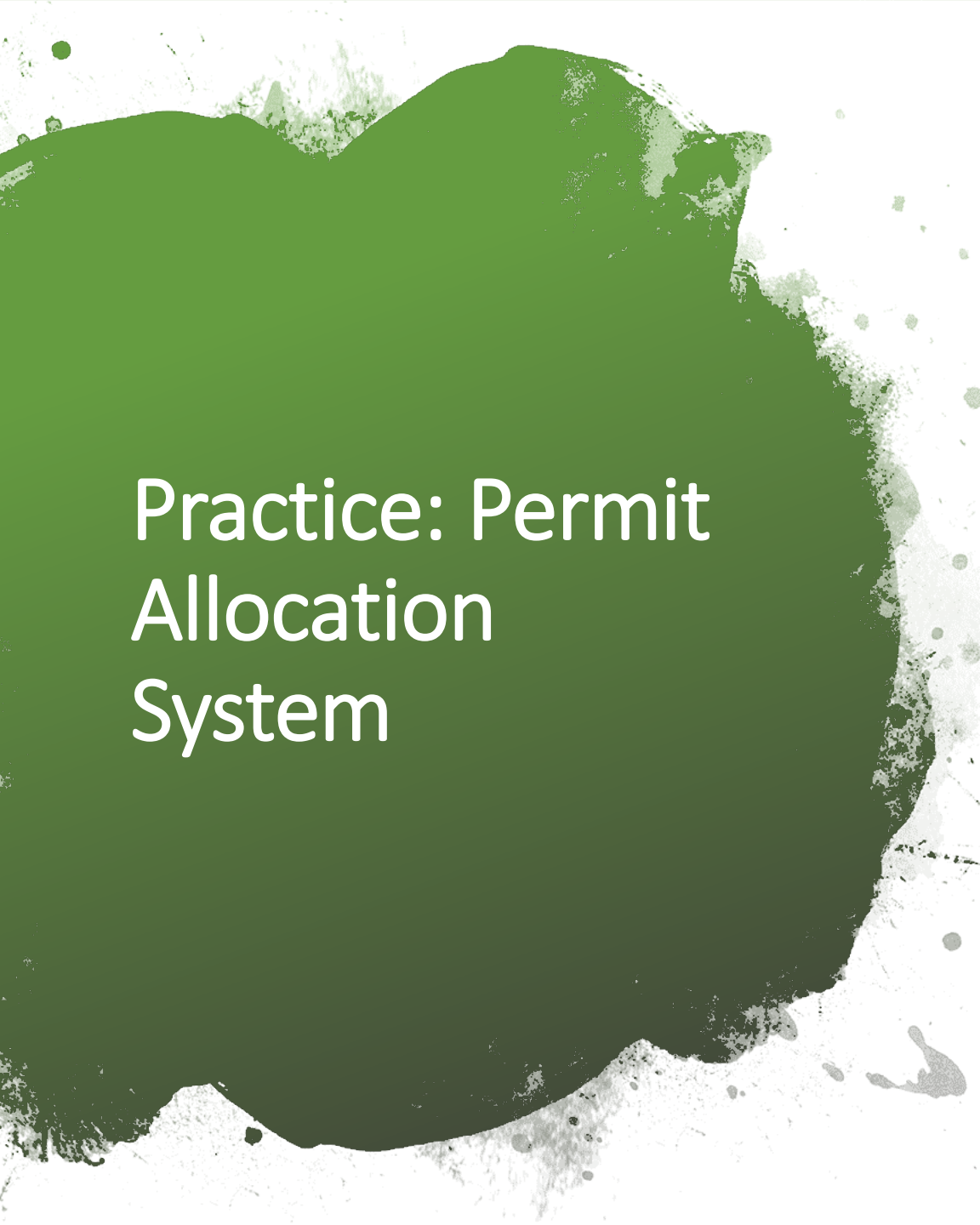
Practice: Moratorium

- Mount Pleasant → 2017 Multi-family Structures (Apartments) Moratorium
 - Designed To Give Time To Complete An Update Of The Town's Impact Fee System
 - To Last 2 Years
 - Fees Updated But Moratorium Left In Place
 - Expired In March, 2019



Theory: Permit
Allocation
System

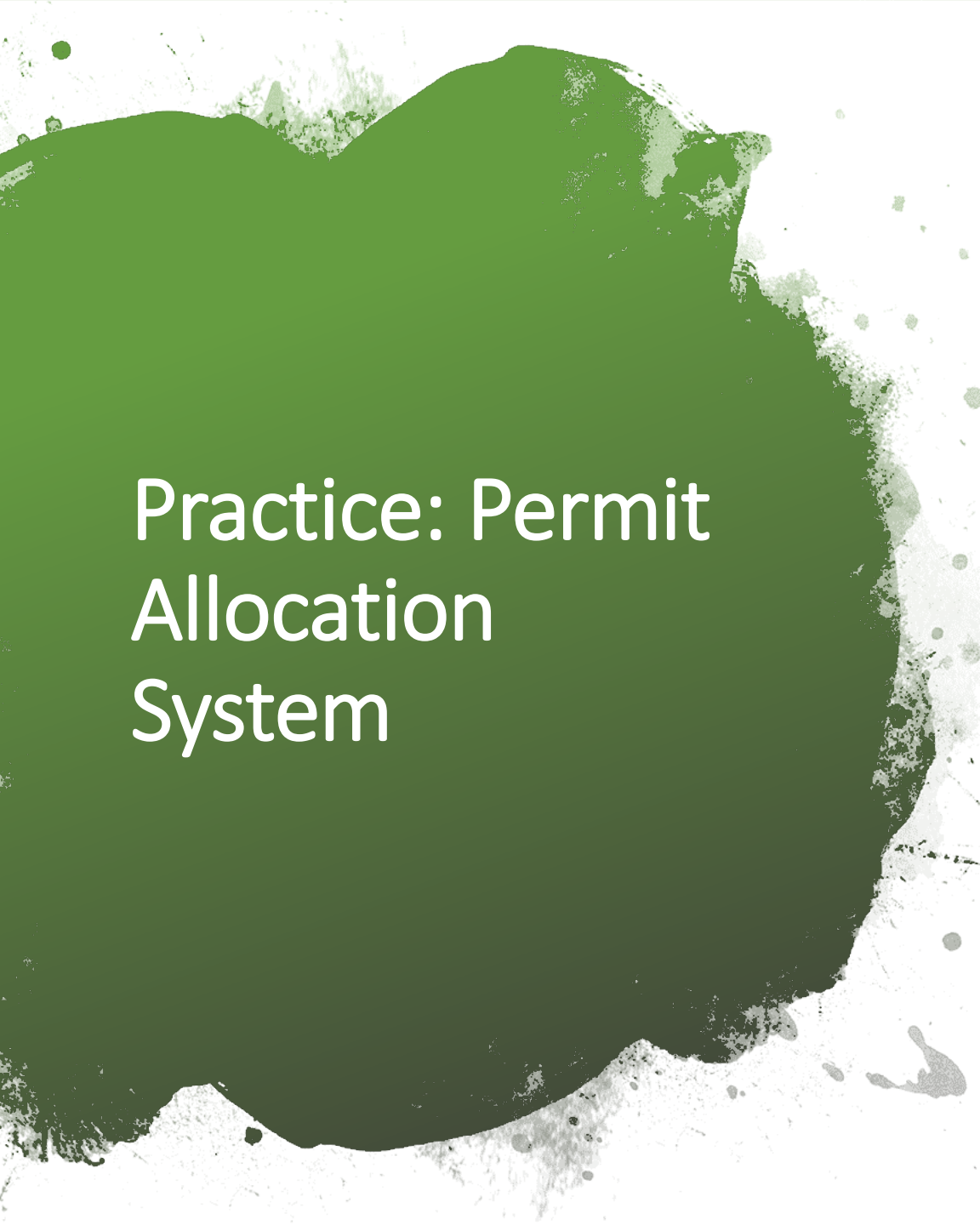
Limit The Number Of
Development Permits Or
Approvals To Slow Things
Down



Practice: Permit Allocation System

Mount Pleasant: Building Permit Allocation Program

- Original Ordinance: 2000 to 2010
- Lifted Early (After 7 Years)
- Growth Rates Somewhat Slower & May Have Had An Effect, But “The Great Recession” Also Occurred



Practice: Permit Allocation System

Mount Pleasant: Building Permit Allocation System

Guess What? History Repeats
Itself.

Council Adopted Another
Version in January 2019 To Limit
Permits for 5 Years (& Yield
About 2% Annual Growth)

- 500 Multifamily Units for
Entire 5 Years
- 600 Single Family Dwellings
Per Year



Practice: Moratorium

Even With Limited
Development of Apartments
from Prior Approvals, History
Repeats Itself. Again.

Apartment Moratorium
Extended in April, 2019

(“Belt & Suspenders”)

Advice/Lessons Learned

- **Be Careful About A Head-long Rush For Solutions Without Understanding (Or Admitting) The Real Problem(s)**
- **These Are Really Tough Issues: Decision-makers Have Trouble Making Decisions & Continue to Ask For More Info**
- **Resistance To Change = Resistance To New Ideas**
- **Have Good Data To Track & Monitor The Activity**
- **Involve Your Lawyers**



Advice/Lessons Learned

- **Growth Is Extremely Hard To Address On Your Own In A Growing Region**
- **Test, Challenge, and Rewrite: Think Ahead About Unintended Consequences Or Conflicts With Other Community Objectives**
- **If Many Things Happening At The Same Time = Can't Identify What Worked (Or Didn't)**

Hold On For A Ride!!!





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