The City Shaped
Mapping the Dollars and Sense of Land Use Patterns
Greetings from Traverse City, Michigan
Living and Learning in Third Grade and Guidebook to accompany In City, Town, and Country

by Paul R. Hanna, Genevieve Anderson Hoyt, and Clyde F. Kohn

William S. Gray, Reading Advisor

Scott, Foresman and Company

that differ from those of the families of children in your third grade, you will want to make every effort to understand their attitudes, language habits, and behavior patterns. You may be justified in trying to change some of these values and behavior traits, but the essential dignity and worth of each child must be recognized. No child should feel rejected because he is growing up in a home environment different from yours.

Remember, too, that many children whether urban or rural, and regardless of region, are tragically limited in their knowledge of the world and that their world is largely that of the space in which they live and operate. So capitalize upon the experiences which they have had even as you try to broaden the children's understandings and guide their behavior.

These are some of the significant ways in which environmental factors influence the experiences of boys and girls, causing them to feel and act as they do, and so to differ. In your particular third grade, each youngster will respond to every teaching-learning experience centering around

for learning?"

The attractiveness of your classroom—the plants in the window, gay touches of color, bright pictures, and other evidences of an inviting room—is part of your children's learning environment.

The social climate of your classroom—the way children are welcomed and helped to get acquainted, the way daily routines are carried on, the way you develop standards and teach observation of rules, and the way children's basic needs are met—is a part of your children's learning environment.

Whether you are in a new building or an old one, your task is to create an environment that invites learning. You begin the year with a recently cleaned, but bare, room. There is nothing on the walls, on the window sills, on the bookshelves, or in the corners. What you do to transform this room into an inviting learning environment depends on your skill and resources. The results reflect your teaching personality. If you set up interest centers, display books, hang gay pictures, and set flowerpots in the windows, then
While the pattern varies from state to state, counties are usually responsible to some degree for educational, library, health, and welfare services; for agricultural and conservation services; for the construction and maintenance of county roads and bridges; for the establishment and maintenance of county parks; and for land zoning.

In studying the functions performed by your county, you will no doubt find that there is a duplication of services, an overlapping of jurisdictions, and a lack of coordination between the county and the local communities within the county in the performance of certain functions. Throughout our nation, there are problems to which attention is being given by many groups.

You will need to learn all that you can about the functioning of your own county so that you can help your child/children:

- Perceive the spatial relationship of the communities in which they live to the county community of which it is a part.
- Know and appreciate the services provided by their county government which contribute to the welfare of their local community.
- Understand and appreciate the specific ways in which the functions of the county are related to those of the state and the nation.

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Getting a New School

There were many children in Middletown. Every year, there were more and more children in the schools.

When the new factory was built, many new families moved to Middletown and built homes near the factory. Then there were even more children to go to school.

In some schools, there were too many children in each room. In one school, some of the children went to school only in the morning, and others went only in the afternoon. Some children went to school in rooms in churches. Some went to school in rooms over one of the stores.

Middletown needed a new school.

Many people thought that Middletown should build a new school. But others thought that it would cost too much to build another school.

Mr. Canfield lived next door to the Allens. He did not want to build a new school. He said, “Our taxes are too high now. If we build a new school, we will need more teachers and more of everything it takes to run the schools. Then we will have to pay still higher taxes.”

But many of the people did not feel this way. They wanted a new school, and they wanted more teachers even if they had to pay higher taxes.

The people on the Middletown school board thought that a new school had to be built.

At a board meeting, they talked about how much a new school would cost. They talked about how much higher taxes would have to be.

Then they said, “All the people in Middletown must know these things. They must know what a new school would do for the community, too. Then, the people must tell us what to do.”
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<table>
<thead>
<tr>
<th></th>
<th>Asheville Walmart</th>
<th>Downtown</th>
</tr>
</thead>
<tbody>
<tr>
<td>Land Consumed (Acres):</td>
<td>34.0</td>
<td>00.2</td>
</tr>
<tr>
<td>Total Property Taxes/Acre:</td>
<td>$ 6,500</td>
<td>$634,000</td>
</tr>
<tr>
<td>City Retail Taxes/Acre:</td>
<td>$ 47,500</td>
<td>$ 83,600</td>
</tr>
<tr>
<td>Residents per Acre:</td>
<td>0.0</td>
<td>90.0</td>
</tr>
<tr>
<td>Jobs per Acre:</td>
<td>5.9</td>
<td>73.7</td>
</tr>
</tbody>
</table>
In the 70’s and 80’s our downtown died.

Asheville’s de facto motto was:

“That will never work here - don’t even try.”
Asheville CBD Taxable Value

- 1991: $104M
- 2000: $350M
- 2007: $552M
- 2010: $665M
- 2013: $648M
Asheville’s de facto motto was: “That will never work here - don’t even try.”
In God we trust; everyone else, bring data.

Mayor Michael Bloomberg
What are the numbers for Travis County?
Local Revenue Sources by State

Source: Tax Policy Center 2014
A Tale of Two Transits
A Tale of Two Transits

Charlotte LYNX

Austin Metrorail

25 miles
A Tale of Two Transits

Charlotte LYNX

Austin Metrorail

25 miles
A Tale of Two Transits

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Austin Metrorail

25 miles
A Tale of Two Transits

Key Differences:
» Dedicated transit
» Cultivating density closer in
» Shorter Stop distance
» Higher frequency, longer service (5am - 1am)

» Shared with freight
» Intended for the regional commuter
» Large distance between stops
» Lower frequency, Shorter service (7pm = last train)
A Tale of Two Transits

TOD pedestrian shed real estate value per acre model capture along light rail line.

Austin Metrorail

Austin CBD

Urban3
A Tale of Two Transits

Austin Metrorail
TOD pedestrian shed real estate value per acre model capture along light rail line.

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Charlotte LYNX

Charlotte CBD
A Tale of Two Transits

TOD pedestrian shed real estate value per acre model capture along light rail line.

Charlotte LYNK
A Tale of Two Transits

Austin Metrorail

Austin CBD

Average Taxable Value per Acre for TOD outside of CBD

$648,390

Charlotte LYNX

Charlotte CBD

$1,326,235
TOD Productivity
Value Per Acre by Station TOD

- Charlotte LYNX
- Austin Metrorail

Graph showing TOD Productivity with Value Per Acre by Station TOD for Charlotte LYNX and Austin Metrorail.
TOD Productivity
Value Per Acre by Station TOD

- Austin Metrorail
  - CBD: $3,587,668
  - $964,353

- Charlotte LYNX
  - Opportunity for cultivating City AND County Property revenue!
A Lasting Value
Southpark Meadows
$1,268,778 value per acre

Walmart
$784,721 value per acre

Barton Creek Mall
$1,896,168 value per acre
Frost Bank Tower
$108,916,071 Value per Acre

Walmart
$784,721 Value per Acre

One American
$123,112,701 Value per Acre

The Austonian
$486,735,242 Value per Acre

The Usual Suspects
Travis County, TX
Determining Lasting Value

The Littlefield Building
$60,143,992 value/acre

Walmart
$784,721 value per acre
Travis County, TX
Determining Lasting Value

Walmart
$784,721 value per acre

The Driskill
$67,747,090 Value per Acre

ca. 1886
1.1 acres of B.D. Riley’s would equal the 20.4 acre Walmart
Travis County Property Tax* Revenue Profile: 2014 Tax Yield per Acre

*Average values per Travis County Assessor File
What are the numbers for Palm Beach County?
2.3 acres of the Anthony Building would equal the 2.6 acre Darth Vader

Palm Beach County
Determining Lasting Value

Darth Vader
$9,264,606 value per acre

Anthony Building
$10,492,906 value per acre
Trump's Municipal Productivity
The Donald per Acre

Trump Plaza Towers (3.4)
$29,602,278 value per acre

Mar-A-Lago (17.5)
$1,064,929 value per acre

Trump International Golf Course (279)
$0 value per acre
Trump’s Municipal Productivity
The Donald per Acre

Trump Plaza Towers (3.4)
$29,602,278 value per acre

Mar-a-Lago (17.5)
$1,064,929 value per acre

Trump International Golf Course (279)
$0 value per acre

The Donald ($119.6M on 300 acres)
$399,338 value per acre
Trump's Municipal Productivity

The Donald per Acre

The Donald ($119.6M on 300 acres)

$399,338 value per acre

NW Neighborhood Shotgun Houses

$618,413 Value per Acre
How do you use it?
Greetings from Chattanooga and Lookout Mountain Tenn.
Opportunity Cost Analysis
Chattanooga, TN

Proposed Site Plan
Opportunity Cost Analysis
Chattanooga, TN

Local Publix Comps

Publix at Ooltewah
54,720 Square Feet

Publix on Brainerd
48,515 Square Feet
Opportunity Cost Analysis
Chattanooga, TN
Northshore Infill Comps
Opportunity Cost Analysis
Chattanooga, TN

Miami Beach Publix Comp

Carlos Zapata, Architect
1920 West Avenue
48,000 sq.ft.
Built 1998

Front Door

Ramps to parking on roof.

Front Door

Escalators to parking
Opportunity Cost Analysis
Chattanooga, TN

West Palm Beach Publix Comp

Built 2002 at ULI Award Winning CityPlace
27,040 sq.ft.

Back Door
(is really the front)

Door on the street

Main door facing parking with townhouses across the street.
Opportunity Cost Analysis
Chattanooga, TN
Local Publix Comps

Site Boundary
Opportunity Cost Analysis
Chattanooga, TN

#1 - Proposed Site Plan

Publix 46,013 s.f.
Parking 234 total
Frazier Buildings 0
1 Story Commercial 2,500 sf
Townhouses 0

Notes:
Removes streets and grades site.
Retaining walls on East property line and behind building.

Est. Annual Property Taxes
City - $44,827
County - $27,036
Opportunity Cost Analysis
Chattanooga, TN

#1 - Proposed Site Plan

Parking
Publix
Market Street
### Opportunity Cost Analysis
Chattanooga, TN

#### #2 - Proposed Site PLUS

<table>
<thead>
<tr>
<th>Description</th>
<th>Details</th>
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</thead>
<tbody>
<tr>
<td>Publix</td>
<td>46,013 s.f.</td>
</tr>
<tr>
<td>Parking</td>
<td>214 total</td>
</tr>
<tr>
<td>Frazier Buildings</td>
<td>2</td>
</tr>
<tr>
<td>1 Story Commercial</td>
<td>6,700 sf</td>
</tr>
<tr>
<td>Townhouses</td>
<td>22</td>
</tr>
</tbody>
</table>

#### Notes:
- Removes streets and grades site.
- Retaining walls on East property line and behind building and builds townhouses on the retaining wall.

#### Est. Annual Property Taxes
- City: $154,435
- County: $93,142
Opportunity Cost Analysis
Chattanooga, TN

#2 - Proposed Site PLUS

Northside Comp Townhouses

Parking

Publix

417 Frazier

Market Street
### Opportunity Cost Analysis

**Chattanooga, TN**

#### #3 - Greenlife Footprint

<table>
<thead>
<tr>
<th>Facility</th>
<th>Area/Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Publix</td>
<td>36,432 s.f.</td>
</tr>
<tr>
<td>Parking</td>
<td>164 total</td>
</tr>
<tr>
<td>Frazier Buildings</td>
<td>2</td>
</tr>
<tr>
<td>1 Story Commercial</td>
<td>6,885 sf</td>
</tr>
<tr>
<td>Townhouses</td>
<td>42</td>
</tr>
</tbody>
</table>

**Notes:**
- Keeps existing grades and all internal streets.

**Est. Annual Property Taxes**
- City: $253,041
- County: $152,614

**Future Site**
- Commercial

**Northside Comp Townhouses**
Opportunity Cost Analysis
Chattanooga, TN

#3 - Greenlife Footprint
Opportunity Cost Analysis
Chattanooga, TN

#4 - Miami Beach Publix

Notes:
Keeps existing grades and all internal streets.
Adds structured parking above Publix, utilizing grade change.

<table>
<thead>
<tr>
<th>Building Type</th>
<th>Dimensions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Publix</td>
<td>48,000 s.f.</td>
</tr>
<tr>
<td>Parking</td>
<td>320 structured, 90 surface</td>
</tr>
<tr>
<td>Frazier Buildings</td>
<td>4</td>
</tr>
<tr>
<td>1 Story Commercial</td>
<td>0 sf</td>
</tr>
<tr>
<td>Townhouses</td>
<td>24</td>
</tr>
</tbody>
</table>

Est. Annual Property Taxes
City - $357,746
County - $215,746
Opportunity Cost Analysis
Chattanooga, TN

#4 - Miami Beach Publix

Northside Comp Townhouses

Parking

Publix

417 Frazier

Market Street
#5 - West Palm Beach Publix

**Notes:**
Keep topo as is, with some grading to provide parking under townhouses.
Keep all streets, use alley path as loading circulator, and keep trucks out of residential.

**Est. Annual Property Taxes**
City - $306,462
County - $184,833
Opportunity Cost Analysis
Chattanooga, TN

#5 - West Palm Beach Publix
Opportunity Cost Analysis
Chattanooga, TN

#5 - No Grocery Scenario

Publix 0
Parking 200 total
Frazier Buildings 2
1 Story Commercial 11,435 s.f.
Townhouses 54

Notes:
Keep topo as is and streets as is.

Notes:
Keeps existing grades and all internal streets.

Est. Annual Property Taxes
City - $305,749
County - $184,403
Opportunity Cost Analysis
Chattanooga, TN

#5 - No Grocery Scenario
Total Annual City Property Tax Production

- Site As Is: No Build: $13,416
- As Proposed: $44,827
- Publix Plus: $154,435

Comparison:
- Greenlife Footprint: $44,827
- Miami Beach Comp: $13,416
- WPB Comp: $154,435
- No Publix: $13,416
Total Annual City Property Tax Production

- Site As Is No Build: $13,416
- As Proposed: $44,827
- Publix Plus: $154,435
- Greenlife Footprint: $253,041
- Miami Beach Comp: $253,041
- WPB Comp: $253,041
- No Publix: $253,041

Categories:
- Existing
- Commercial
- Mixed-Use

Legend:
- Black: Existing
- Red: Commercial
- Green: Mixed-Use
Total Annual City Property Tax Production

- Site As Is No Build: $13,416
- As Proposed: $44,827
- Publix Plus: $154,435
- Greenlife Footprint: $253,041
- Miami Beach Comp: $357,746
- WPB Comp: $306,462
- No Publix: $305,749

The diagram shows the property tax production for different scenarios and developments, with mixed-use, existing, and commercial areas highlighted.
Total Annual City Property Tax Production

Est. Annual Property Taxes

City - $44,827
County - $27,036

Est. Annual Property Taxes

City - $253,041
County - $152,614
Greenway

Art Teacher

Dancing Traffic Cop
Net Modeling
“It's déjà vu all over again” - Yogi Berra
Developer Costs

**Soft Costs**
- Permitting
- Architect
- Engineering
- Legal Fees
- Marketing
- Profit

**Hard Costs**
- Land Cost
- Buildings
- Road & Sidewalks
- Sewer
- Water
- Buildings

Photo: Christoph Gielen
Developer Costs

**Soft Costs**
- Permitting
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- Engineering
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- Profit

**Hard Costs**
- Land Cost
- Buildings
- Road & Sidewalks
- Sewer
- Water
- Buildings

Municipal Costs

**Service Cost**
- Police
- Fire
- Government
- Schools
- Economic

**Hard Costs**
- Roads to here
- Public buildings
- Parks
- Sewer
- Water

Photo: Christoph Gielen
Property Taxes Per Acre
Lafayette Parish, LA
Expense and Revenue Ratio
Lafayette Parish, LA

Downtown

Net Positive
Net Negative
Operating Expense Ratio (Total)
Lafayette Parish, LA

Mall
Downtown

DRAFT
Operating Expense Ratio (Total)
Lafayette Parish, LA

Mall

Downtown

Lafayette Cash Flow Model
<table>
<thead>
<tr>
<th>Year</th>
<th>Population</th>
<th>Feet of Pipe/person</th>
<th>Fire Hydrants/1,000 people</th>
</tr>
</thead>
<tbody>
<tr>
<td>1949</td>
<td>33,500</td>
<td>5</td>
<td>2.4</td>
</tr>
<tr>
<td>2015</td>
<td>121,000</td>
<td>50</td>
<td>51.3</td>
</tr>
</tbody>
</table>

Source: Sanborn Maps and LCG Records
Your Median Household income

Source: US Census Bureau and Stanford University adjusted to 2015 net present value.