

# Lancaster County Council Administration Committee Regular Meeting Agenda

Thursday, April 12, 2018

County Council Conference Room  
County Administration Building  
101 N. Main Street  
Lancaster, SC 29720

1. Call to Order – Committee Chair Charlene McGriff 6:00 p.m.
2. Approval of the agenda *[deletions and additions of non-substantive matters]*
3. Citizens Comments
4. Approval of Minutes from the March 15, 2018 Administration Committee regular meeting  
– pgs. 2-5
5. Discussion / Action Items
  - a. Office space for Soil and Water Conservation District – *Steve Willis* – pg. 6
  - b. Information on Impact Fees for consideration by Council – *Steve Willis* – pgs. 7-33
  - c. Review of the 2018-2019 FY Budget – *Kimberly Hill*
6. Adjournment

*Anyone requiring special services to attend this meeting should contact 285-1565 at least  
24 hours in advance of this meeting.*

*Lancaster County Council Administration Committee agendas are posted at the Lancaster County  
Administration Building and are available on the Website: [www.mylancastersc.org](http://www.mylancastersc.org)*



Members of Lancaster County Council  
Administration Committee

Charlene McGriff, District 2, Chairwoman  
Steve Harper, District 5  
Terry Graham, District 1

**DRAFT**

**Minutes of the Lancaster County Council Administration Committee  
Regular Meeting**

101 N. Main Street, Lancaster, SC 29720

Thursday, March 15, 2018

Council Members present were Charlene McGriff, Steve Harper, Terry Graham and Billy Mosteller. Also present were Steve Willis, John Weaver, Veronica Thompson, Kim Hill, Sherrie Simpson, Chelsea Gardner and various Department heads and staff. A quorum of the Lancaster County Administration Committee was present for the meeting.

The following press were notified of the meeting by e-mail in accordance with the Freedom of Information Act: *Lancaster News*, *Kershaw News Era*, *The Rock Hill Herald*, *Fort Mill Times*, Cable News 2, Channel 9 and the local Government Channel. The agenda was posted in the lobby of the County Administration Building and also on the county website for the required length of time.

**Call to Order**

Chairwoman Charlene McGriff called the meeting to order at approximately 6:00 p.m.

**Approval of the agenda**

Terry Graham asked that the order of the Discussion/Action Items be changed and to have Item f (Possible Bond Referendum and Hospitality Funds Usage), Item g (Update on Indian Land satellite office) and Item h (Monthly Report) moved up to the first part of the agenda for discussion since he has to leave the Committee meeting early. John Weaver asked that the Executive Session be deleted from the agenda.

Terry Graham moved to approve the agenda as amended. Seconded by Steve Harper. The Committee approved the amended agenda by unanimous vote of 3-0.

## Citizens Comments

There were no citizens that came forward for comments.

## Approval of Minutes

Terry Graham moved to approve the minutes from the February 15, 2018 Administration Committee regular meeting. Seconded by Steve Harper. The Committee approved the February 15, 2018 Administration Committee regular meeting minutes by unanimous vote of 3-0.

## Discussion / Action Items

### **Possible Bond Referendum and Hospitality Funds Usage.**

Steve Willis explained that a bond referendum is a way to find funding to expand and promote recreational opportunities within the County. He noted that North Carolina has had Parks and Recreation bonds for years. He stated that County Council would have to have an approved list of projects on which citizens can vote to the Election Commission by the first part of August, so the County would need to have the first reading of a bond ordinance at the first meeting in June. Steve Harper explained his vision for possible recreation projects. Terry Graham noted that land in Indian Land is expensive. Charlene McGriff stated that Council needs to know what will be included as far as projects in the bond referendum. Steve Harper suggested that Council have a Workshop with the Recreation staff so that possible projects can be discussed and then the Committee can discuss this Action Item again at the next Committee meeting.

### **Update on Indian Land satellite office.**

Steve Willis stated that the work on the Indian Land satellite office needs to be phased in due to the costs. He stated that he is trying to get enough of the building renovations completed so that the Stormwater staff can get moved into the building and to outfit one shared office that will be used by various departments on a rotating basis. John Weaver noted that there is a ten (10) week delay in getting the work started. Steve Willis stated that the Treasurer will not be able to begin using the building until the counter has been renovated, which will be the last phase to complete.

### **Monthly Report.**

Kim Hill reviewed the revenues and expenditures for the month of February. The Budget Monitoring Report for February 2018 is attached as Schedule A. She explained that revenues are down. Steve Harper asked where the County is in finding why the revenues are off. Steve Willis explained that some items had been coded incorrectly but he noted that that problem has been corrected and that revenues are still off. The Committee requested that the Monthly Report be put on the Council agenda for discussion.

Terry Graham left the Committee meeting at approximately 6:40 p.m., after the discussion of the Monthly Report and before the presentation of the TAP grant application.



## **Transportation Alternatives Program (TAP) grant application for proposed sidewalks on River Road.**

Penelope Karagounis and Steve Willis explained the TAP grant. Penelope Karagounis noted that the Lancaster County Schools have been asked to split the local match with the County. Steve Willis provided handouts, attached as Schedule B, about the grant. Kim Hill stated that the grant match for the application will be included in the next fiscal year's budget.

Steve Harper moved that the TAP grant be moved to full Council in the form of a Resolution with a favorable recommendation from the Administration Committee. The motion passed by a vote of 2-0.

## **Tween Program at Parks and Recreation and Summer Youth Program at Parks and Recreation.**

Mike Barnes explained the vision for the Tween Program and the Summer Youth Program. He stated that a program is needed for teenagers who are not yet ready to be left at home by themselves, which is the Tween Program. He also explained the vision for the Summer Youth Program. He noted that the program would be a once a month Friday night program in the summer. He stated that there would be security and he would be looking for in kind donations also.

Steve Harper moved that both programs be moved to full Council with a positive recommendation from the Administration Committee. The motion passed by a vote of 2-0.

## **FY 2016-2017 pool finance report (operating cost).**

Katherine Walters reviewed the pool operating costs for Fiscal Year 2016-2017, which was for information only. She stated that the pool is competing with the YMCA in Lancaster for pay for lifeguards this summer.

## **Future of joint public safety telecommunications activity.**

Steve Willis stated that this item was also reviewed at the Public Safety Committee meeting. He explained that the County is moving forward with the Fire dispatch because it is revenue neutral. He further stated that he has met with the City of Lancaster and they are open to moving forward with a joint telecommunications program. He noted that the plan would be the same as the offer made to the City five (5) years ago. He stated that the plan would be for the City to begin paying for the consolidated program in July and that they would pay for four (4) dispatchers in the first year, three (3) dispatchers in the second year, two (2) dispatchers in the third year and one (1) dispatcher in the fourth year. He noted that the County would absorb the costs after the fourth year. He stated that the County will move forward with taking over the dispatch calls for the Fire dispatch soon, but will not start taking all dispatch calls for the City until January of 2019.

The Committee determined that this item should be moved to Council without a recommendation from the Administration Committee.



**DRAFT**

**Adjournment**

Steve Harper moved to adjourn the Committee meeting. The motion to adjourn passed by a vote of 2-0. The Committee meeting adjourned at approximately 7:10 p.m.

Respectfully Submitted:

Approved by the Administration Committee

Sherrie Simpson  
Clerk to Council

\_\_\_\_\_  
Charlene McGriff, Chairwoman

## Agenda Item Summary

Ordinance # / Resolution#:	Discussion Item
Contact Person / Sponsor:	Steve Willis
Department:	Administration
Date Requested to be on Agenda:	April Administrative Committee Meeting

### **Issue for Consideration:**

Potential use for Historic Courthouse.

### **Points to Consider:**

The Soil and Water Conservation District is looking for office space – 2 offices.

When we started the renovations they were mentioned as a potential occupant. I think they would make a great occupant for the building.

This would leave five (5) offices vacant.

### **Funding and Liability Factors:**

We will have to make sure that they have the appropriate certificates of insurance to occupy space in our building. Any costs for moving furniture to our facility would be theirs. The office space will be unfurnished. We will have the offices “move in” ready.

### **Council Options:**

Approve or reject the usage of the space.

### **Staff Recommendation:**

Approve the use.

### **Committee Recommendation:**

To be determined.

## Agenda Item Summary

Ordinance # / Resolution#:	Information Item
Contact Person / Sponsor:	Steve Willis
Department:	Administration
Date Requested to be on Agenda:	April Administration Committee as information/ May for discussion

### **Issue for Consideration:**

Finalization of Impact Fee for consideration by Council.

### **Points to Consider:**

If we desire to proceed with imposing an Impact Fee in the panhandle area for we need to prepare an ordinance for Council's consideration. The Impact Fee study is attached as information, as is a sheet showing the cost to a sample residence and types of businesses.

The areas covered by the proposed Impact Fee are EMS, Fire Rescue, Library, and Parks and Recreation. Residences are covered by all four areas but business and industrial are only covered by the public safety fees.

Fees shown are 100% of the study. The Committee may desire to recommend a percentage of the fee, ranging from 0% to 100%, be charged.

Given the time frame and the fact we are in the middle of budget season I would recommend we proceed with an effective date of October 1<sup>st</sup>. I would furthermore recommend that no expenditures be planned for FY 18-19 until we see how collections are going. I would always note the housing market is cyclical so operating on a "pay go" basis is highly desirable. Under this plan the first expenditures would be programmed in FY 19-20 using funds already collected and in the bank.

### **Funding and Liability Factors:**

Please see sheet for examples.

It should be noted that Council does not have the ability to use these funds at its discretion. The fees must be used for the capital expense items designated in the study: EMS – one station and four ambulances/ Fire Rescue – stations for Pleasant Valley, Indian Land, and Charlotte Road Van Wyck/ Library – building addition/ Parks and Recreation – new recreation facility.

### **Council Options:**

Accept or reject the concept of an Impact Fee in the panhandle. I do need to point out that Council retains the right to modify the percentage of each fee that is charged.

### **Staff Recommendation:**

Adoption of the Impact Fee.

### **Committee Recommendation:**

To be determined.





# **Indian Land/Van Wyck Impact Fee Study**

## **August 2017**

Prepared by:



[www.catawbacog.org](http://www.catawbacog.org)

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## OVERVIEW

The adoption of a Capital Improvements Program (CIP) is a statutory prerequisite to the imposition of impact fees. The CIP 2017-2026 prepared by Catawba Regional Council of Governments (CRCOG) and adopted by the Lancaster Council on June 26, 2017 is the companion report to this study and meets the requirements as stated in the South Carolina Development Impact Fee Act, SC Code of Laws Chapter 1, Article 9.

An impact fee system may be a useful tool for Lancaster County; however, impact fees have some limitations including:

- Can only be used to offset the proportion of capital expenses that may be attributed to a new development.
- May not be used to meet existing capital deficiencies.
- Capital equipment and vehicles must have an individual unit purchase price of at least \$100,000.
- Must be expended within five years of receipt or the County must return the funds to the developer who paid them.

This study contains analyses of the total capacity, the level of current usage and commitments of usage of capacity of existing public facilities. Robby Moody, AICP, Senior Planner, Catawba Regional Council of Governments prepared these analyses in consultation with responsible officials of Lancaster County and using generally accepted principles and professional standards. The geographic area for this study is the Indian Land/Van Wyck portion of Lancaster County and is further defined as census tracts 112.01 and 112.02.

## POPULATION TRENDS

The population of Lancaster County has grown significantly over the last decade primarily due to rapid development of the Indian Land/Van Wyck community. The US Census Bureau reported the population as 7,059 in 2000 and 19,729 in 2010 for a ten-year growth rate of 179.5%. Lancaster County as a whole grew to 76,652 residents or 24.9% during the decade of the 2000s. American Community Survey (ACS) data estimates for 2014 show continued population growth for Indian Land/Van Wyck to 21,810 residents; a 10.5% increase from 2010.

This accelerated rate of growth for Indian Land/Van Wyck reflects its premier location in the county and proximity to the Charlotte metropolitan area. Table 1 provides a summary of the population trend in Indian Land/Van Wyck and Lancaster County.

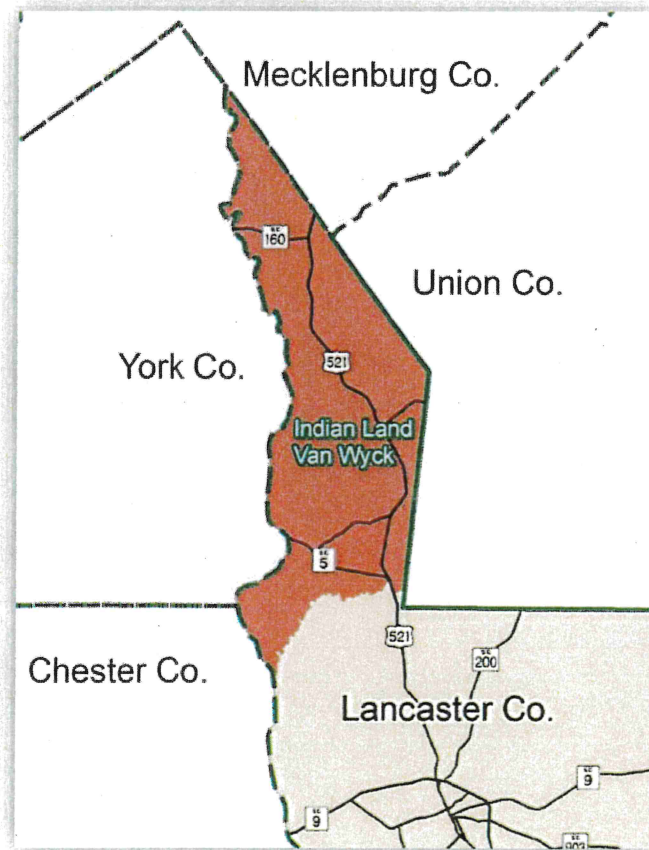


**Table 1 - Population 2000-2014**

Locality	2000 US Census	2010 US Census	2014 ACS Estimate	% change 2000-10	% change 2000-14
Lancaster Co.	61,351	76,652	79,515	24.9%	29.6%
Indian Land/Van Wyck	7,059	19,729	21,810	179.5%	209.0%

Source: US Census Bureau

Figure 1 shows the location of the Indian Land/Van Wyck study area in relation to Lancaster County and surrounding counties in the region.



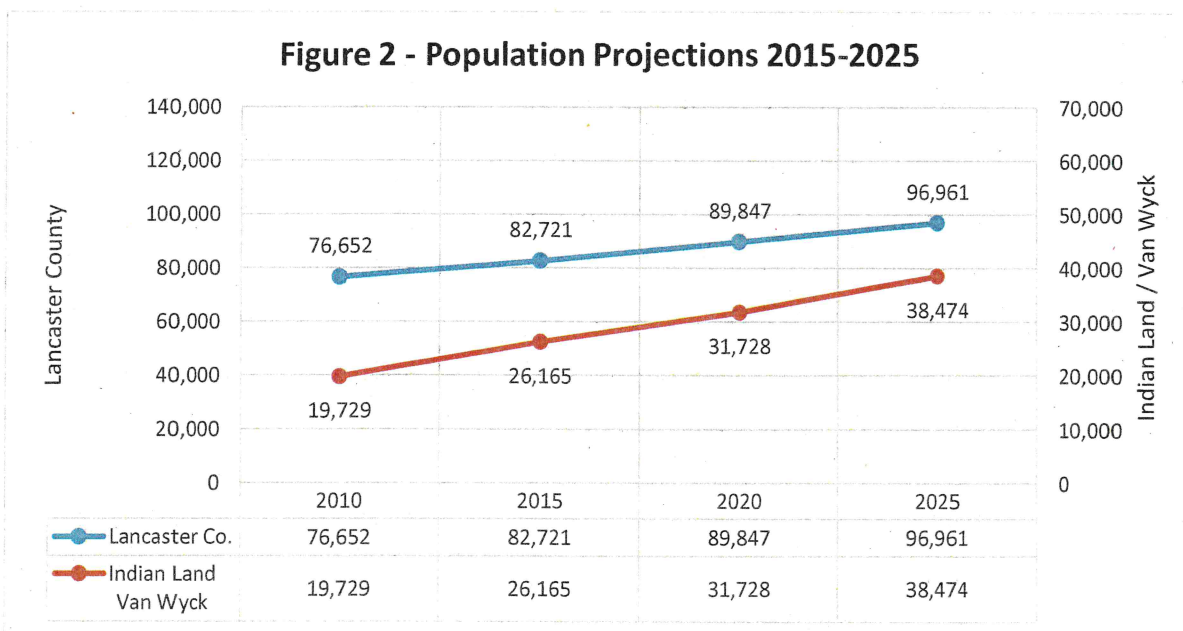
**Figure 1 – Indian Land/Van Wyck Study Area**

## POPULATION PROJECTIONS

While population estimates are prepared annually by the American Community Survey, reliable population projections are not as readily available. *CONNECT: Our Future*, a recent bi-state regional planning effort, set population and employment benchmarks for 2050. Based on this data Lancaster County is projected to have 119,800 residents and 32,400 employees. Esri's *Business Analyst* produced estimates and projections for Indian Land/Van Wyck and Lancaster County for 2015 and 2020.

Using these sources projections have been devised for the population of Indian Land/Van Wyck over the next ten years. These types of projections necessarily involve a level of speculation, because future growth rates could change dramatically from recent trends based on economic forces or policy modifications. However, in order to plan for the future, some projections of population need to be made.

**Figure 2 – Population Projections 2015-2025** provides a summary of population projections that show marked growth in both the County (96,961) and Indian Land/Van Wyck (38,474) to 2025. These projections assume that the rate of development will continue on average at 3% per year within Indian Land/Van Wyck.



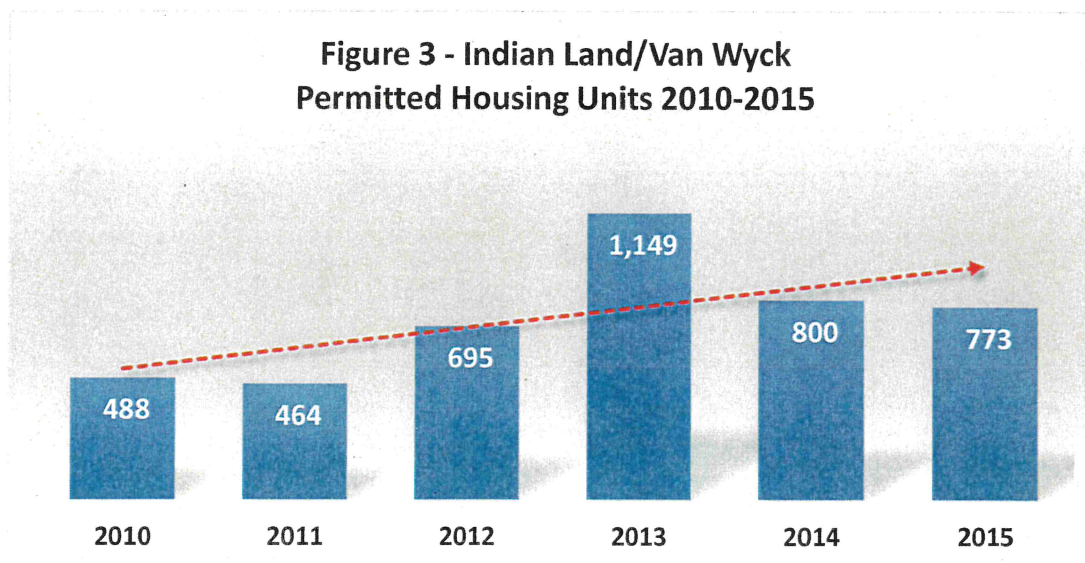
Sources: US Census Bureau, 2010, Table DP01; Esri Business Analyst 2015 & 2020 with computations by CRCOG

## PROJECTED LAND USE, GROWTH & DEVELOPMENT

Indian Land/Van Wyck is a rapidly developing community in northern Lancaster County. Its proximity and direct access via US Highway 521 to Charlotte has spurred the proliferation of single-family subdivisions and strip commercial developments along this corridor. Residential is the predominant land use in Indian Land/Van Wyck, with single-family housing out-pacing multi-family at a rate of almost 12:1.

Catawba Regional COG produces a report for its four-county region (Chester, Lancaster, Union and York) that examines building permit activity. This data provides valuable information and can be assigned to individual census tracts to help identify trends and prepare projections for future development. In the case of this study, Census Tracts 112.01 and 112.02 encompass the Indian Land/Van Wyck study area.

**Figure 3** depicts residential building permit activity from 2010 to 2015 in the study area. It is apparent construction activity accelerated in the post-recession years with a peak in 2013. The trend line has been positive and promises to continue based on the inventory of approved developments.



Source: Catawba Regional COG Building Permit Database

Several residential projects are in various stages of development in the study area. Some are under construction and others have received plan level approval. This study makes the assumption that developments that have been approved, but that are awaiting building permits will be completed during the 10-year horizon of the study.



The following series of tables was created to help calculate the average number of persons per household by housing category based on American Community Survey data as reported by the US Census Bureau.

**Table 2.1 – Occupied Housing Units**

<b>Housing Category</b>	<b>Units</b>
Single-family (Attached or Detached)	8,238
Mobile Home	809
Multi-family (2 or more units)	364
<b>Total</b>	<b>9,411</b>

Source: US Census Bureau, American Community Survey, 2010-2014, Table DP04

**Table 2.2 – Population in Occupied Housing Units**

<b>Housing Category</b>	<b>Units</b>
Single-family (Attached or Detached)	19,348
Mobile Home	2,049
Multi-family (2 or more units)	408
<b>Total</b>	<b>21,805</b>

Source: US Census Bureau, American Community Survey, 2010-2014, Table B25033

**Table 2.3 – Persons per Household in Occupied Housing Units**

<b>Housing Category</b>	<b>Units</b>
Single-family (Attached or Detached)	2.35
Mobile Home	2.53
Multi-family (2 or more units)	1.12
<b>Study Area Average</b>	<b>2.32</b>

Sources: US Census Bureau, American Community Survey, 2010-2014, Tables DP04 & B25033 with computations by CRCOG

Indian Land/Van Wyck averages 2.32 persons per occupied housing unit. **Table 3 - Projected Housing Units & New Residents by 2025** provides a summary of future housing units and residents per housing category.

**Table 3 - Projected Housing Units & New Residents by 2025**

Housing Category	Approved	Permitted	Projected	Residents
Single-family (Attached or Detached)	15,250	8,890	6,360	14,937
Multi-family (2 or more units)	3,200	1,994	1,206	1,352
<b>TOTAL</b>	<b>18,450</b>	<b>10,884</b>	<b>7,566</b>	<b>16,289</b>

Source: Lancaster County Planning Department as of December 31, 2015

Single-family housing units are projected to make up 84.1% of new residential development in Indian Land/Van Wyck resulting in approximately 15,000 new residents. The remaining 15.9% share of the housing market will consist of multi-family units drawing almost 1,400 additional residents. These projections exceed those shown in Figure 2 which forecasts approximately 10,000 new residents in Indian Land/Van Wyck by 2025.

The pace at which developments are approved, permitted and sold is market dependent and subject to change; therefore, these projections are intended to be informational for the purposes of this study.

Using 2010 US Census data, estimates from Esri's *Business Analyst* and incorporating the data from Table 3, the resulting figures and rate of change for population and housing units are shown in **Table 4 – Projected Growth Rates for Housing & Population**. Specifically, the projected number of new housing units and residents was added to the figures for 2015 to calculate the total for 2025. Data for 2020 was produced by Esri's *Business Analyst*. The annual growth rates for housing and population show strong consistency for the 15-year period. This sustained and accelerated growth will continue to strain County resources.

**Table 4 - Projected Growth Rates for Housing & Population**

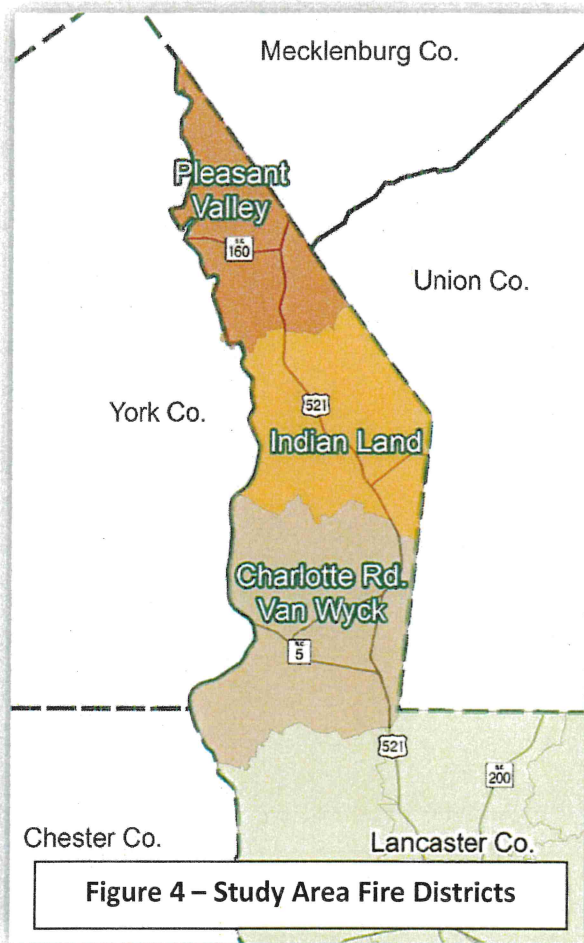
Year	Occupied		Population	% Change
	Housing Units	% Change		
2010	8,008	--	19,729	--
2015	10,715	33.8%	26,165	32.6%
2020	12,997	21.3%	31,728	21.3%
2025	18,281	40.7%	42,454	33.8%

Sources: US Census Bureau 2010, Table DP04, Esri Business Analyst; CRCOG

These new homes and residents will increase the demand for all public services. In particular, demands on public safety including law enforcement, fire protection and emergency medical service and community facilities like recreation centers, parks and libraries create the need for additional facilities and equipment.

Therefore, it is prudent for local leaders to thoughtfully consider the tools available to ensure that the quality of life and existing levels of service (LOS) are not compromised for both current and future residents. To this end, there are several capital projects recommended in the Capital Improvements Program that are consistent with and supportive of the long term goals of Lancaster County.

## EXISTING LEVELS OF SERVICE



The following section provides information on the current levels of service for selected capital facilities and public services for Indian Land/Van Wyck that are provided by various Lancaster County departments and agencies. In addition, projects that may be funded with impact fees are specifically listed. The Lancaster County CIP has a complete list of equipment and services for the FY2016-2025 period. Current levels of service are provided for approximately 26,165 residents and approximately 10,715 occupied housing units.

### Public Safety

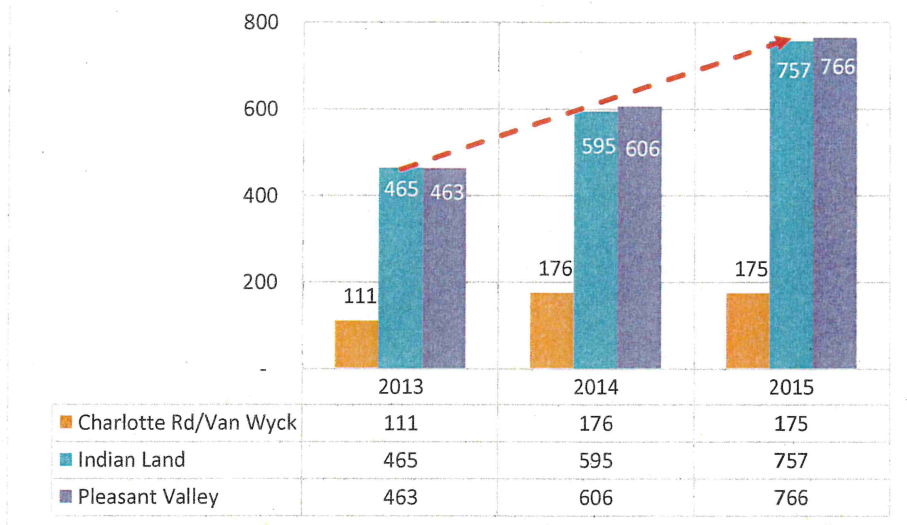
#### *Fire Service*

The existing level of fire protection service is based on Insurance Services Office (ISO) ratings and National Fire Protection Association standards. There are three fire districts (FD) that serve Indian Land/Van Wyck—Pleasant Valley, Indian Land and Charlotte Road/Van Wyck—see **Figure 4**.

Several factors are involved with the ISO rating including response time, fire protection equipment and personnel. The countywide level of service is ISO 6. Population and land use trends indicate accelerated growth in the ten-year planning horizon for the CIP and this study, therefore, the ISO rating may be in jeopardy. The following capital facility and equipment needs are necessary to maintain the current LOS.



### Calls for Fire Service 2013-2015



Calls for fire service have increased in each of the three districts based on the data supplied by Lancaster County Fire Rescue Service and shown in the chart above. Over this three-year period Charlotte Road/Van Wyck FD saw a 57.7% increase, Indian Land FD saw a 62.8% increase and Pleasant Valley FD saw a 65.4% increase in service call volumes. New and expanded fire stations and equipment will be needed in each of the three fire districts noted above to maintain the current level of service provided.

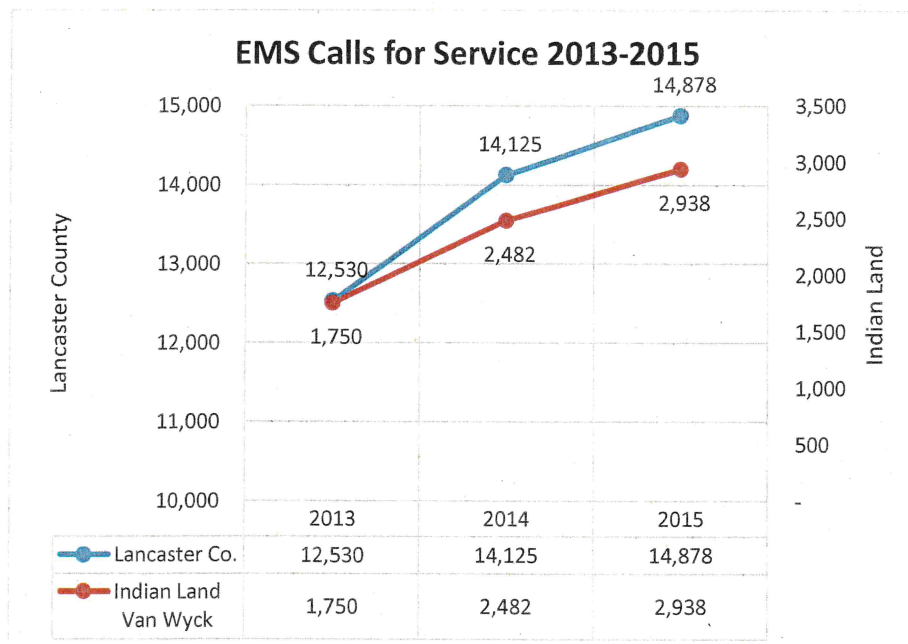
The Charlotte Road/Van Wyck FD station is a new facility that will house existing vehicles and equipment while providing room for a new engine. The Indian Land FD station is a new sub-station that will need a parcel of land (estimated 15% of the construction cost) and new vehicles/equipment. The Pleasant Valley FD station is a re-build to accommodate comprehensive plan goals and to provide expanded space for personnel, vehicles and equipment. The project cost is \$7,300,000.

Fire Department	Land	Projected Facility	Cost
Charlotte Rd/Van Wyck	\$0	\$2,000,000	\$2,000,000
Indian Land	\$300,000	\$2,000,000	\$2,300,000
Pleasant Valley	\$0	\$3,000,000	\$3,000,000
<b>TOTAL</b>			<b>\$7,300,000</b>

### Emergency Medical Services (EMS)

Calls for service have increased across the board according to data supplied by Lancaster County Emergency Medical Services and shown in the chart below. The Indian Land/Van Wyck study area saw a steady increase in calls from 2013 to 2015 that resulted in a 67.9% growth rate.

The countywide level of service for ambulances is 1:10,000 population. Based on the location and capacity of existing EMS stations that serve Indian Land/Van Wyck and the projected number of new residents shown in Figure 2, EMS station 4 will need a significant expansion. Plans are under development to re-build this station to accommodate four ambulances for a net increase of three ambulances. An additional ambulance is also designated for EMS station 8 to meet growing demand. The project cost is \$1,511,000.



Projected Facility/Equipment	Cost
4 Ambulances	\$1,000,000
EMS Stations Construction / Relocation	\$511,000
<b>TOTAL</b>	<b>\$1,511,000</b>

### Parks & Recreation

Lancaster County Parks & Recreation services and facilities are actively used in Indian Land/Van Wyck by approximately 2,000 participants per week. With the projected 62.3% increase in population over the next decade, the corresponding number of participants in recreation activities is likely to increase at a comparable rate. Therefore, facilities will need to be constructed to meet this demand in order to maintain the current LOS. In anticipation of this demand, the CIP shows the significant upgrades at the Indian Land recreation center to include a gymnasium, playground, picnic shelter and practice fields. The current recreation center is at capacity and additional space will be needed. The project cost is \$5,498,500.

<b>Projected Facility/Equipment</b>	<b>Cost</b>
Gym / Playground / Picnic / Practice Fields	\$5,498,500
<b>TOTAL</b>	<b>\$5,498,500</b>

### Library

Lancaster County Library's Del Webb branch serves the Indian Land/Van Wyck community. Although it is the library system's newest facility, it is at capacity and an addition is planned to accommodate the future demand for services at a cost of \$614,000.

<b>Projected Facility/Equipment</b>	<b>Cost</b>
Del Webb Library – addition	\$614,000
<b>TOTAL</b>	<b>\$614,000</b>

### **OTHER PUBLIC FACILITIES**

#### Transportation

The County's transportation facilities include a system of roads, streets and bridges within the county limits, including rights-of-way, sidewalks, signage and signaling, drainage, curbing and appurtenant facilities.

## IMPACT FEE CALCULATION METHODOLOGY

The conceptual basis for the calculation of the proposed impact fees for fire service, emergency medical services, recreation and library for Indian Land/Van Wyck will be addressed in this section. There are generally two approaches for calculating impact fees:

- **System buy-in method** – concentrates on the cost of providing facilities based upon the net equity of the existing assets and is used in cases where facilities have additional excess capacity already in place to serve new growth.
- **Incremental cost method** – concentrates on the cost of adding additional facilities to serve new growth and is used in cases where facilities do not have available capacity to provide service to new customers.

Each of the impact fees was determined based on the incremental cost method and calculated based on a uniform service area. This means that all development will be assessed the same uniform impact fees regardless of the location of the development within the Indian Land/Van Wyck service area. The uniform service area approach is the most appropriate due to the development pattern of Indian Land/Van Wyck, the uniqueness of its panhandle shape due to jurisdictional lines and because it is the most common and defensible approach.

Because Indian Land/Van Wyck is served by three volunteer fire departments—Pleasant Valley, Indian Land and Charlotte Road—their service areas were aggregated for the purposes of this study so that a uniform fire service impact fee could be developed. Emergency medical services are provided by the county-wide system with individual units assigned as first-responders based on districts shown on the accompanying map. Recreation is offered to all residents through a system of public parks, playfields and trails throughout the service area. Library services are provided through the Del Webb Library.

**Table 5 - Growth Rates 2010-2025**

	Housing Units	% Change	Population	% Change	Employment	% Change
2010	8,008	---	19,729	---	5,901	---
2015	10,715	338%	26,165	32.6%	10,218	72.2%
2020	12,997	21.3%	31,728	21.3%	13,551	32.6%
2025	18,281	35.3%	42,454	33.8%	16,432	21.3%
<b>Net Growth 2015-2025</b>	<b>7,566</b>	<b>70.6%</b>	<b>16,289</b>	<b>62.3%</b>	<b>6,214</b>	<b>60.8%</b>

Sources: US Census Bureau 2010, Table DP04; OnTheMap; Esri Business Analyst; InfoGroup and CRCOG



The number of employees in 2020 and 2025 were projected using the same approximate rate of change as the population growth for the previous 5-year period since job creation tends to lag behind housing growth. This assumption is founded on the notion that the number of employees in Indian Land/Van Wyck will parallel the rate of population growth.

Based on the data shown in **Table 5 – Growth Rates 2010-2025**, Indian Land/Van Wyck can expect to see 7,566 additional housing units, 16,289 new residents and 6,214 new jobs between 2015 and 2025. These figures will be used in each of the following sections to calculate the respective impact fees. Additionally, a large number of Development Agreements have been approved by Lancaster County Council and the projects covered by these contracts are not subject to an impact fee assessment. The resulting effect is that only 1,060 or 14% of the 7,566 proposed new housing units are subject to be charged impact fees.

### **Service Units**

While the impact fees will be determined individually, some common ‘service units’ will be used in the calculation of each fee. The service units are meant to create an equitable assignment of the fees based on the number of new residents and employees projected to demand services from Lancaster County in the future. The residential service unit includes all single- and multi-family homes in Indian Land/Van Wyck. The non-residential service unit has several sub-categories in order to provide for more distinction in allocating the cost per employee based on a service unit that represents the average number of employees per 1,000 square feet of non-residential development.<sup>1</sup> **Appendix A – ITE Employee Space Ratio Calculations** contains the information for non-residential service units used to develop the following impact fees.

### **Fire Service Impact Fee**

The previous discussion and justification for additional fire protection facilities and equipment resulted in the specific need for a new fire station in each of the three fire districts. The table below provides some detail for each district and shows a discount rate based on expansion of existing facilities that already serve existing customers.

<b>Fire Department</b>	<b>Project Cost</b>	<b>Discount</b>	<b>Net Cost</b>
Charlotte Road/Van Wyck	\$2,000,000	0%	\$2,000,000
Indian Land	\$2,300,000	0%	\$2,300,000
Pleasant Valley	\$3,000,000	50%	\$1,500,000
<b>TOTAL</b>			<b>\$5,800,000</b>

The Charlotte Road/Van Wyck FD station is a new facility that will house existing vehicles and equipment while providing room for one new fire engine. The Indian Land FD station is a new sub-station that will need a parcel of land, new vehicles and equipment. The Pleasant Valley FD

<sup>1</sup> Averages based on the study contained in *Trip Generation*, Ninth Edition by the Institute of Transportation Engineers.

station is a re-build/re-location to accommodate comprehensive plan goals and to provide expanded space for personnel, vehicles and equipment.

The proportionate share of the new Pleasant Valley FD station to serve existing customers and accommodate new customers results in a 50-50 share of the projected capital cost of the facility. Therefore, a 50% rate was applied as a discount to the cost estimate resulting in a net cost of \$1,500,000. A review of the fire service calls from January 1, 2015 to June 7, 2016 shows that the average split of residential to non-residential calls is 82:18. Assuming that this trend will continue, the project cost of \$5,800,000 is assigned as 82% residential or \$4,756,000 and 18% non-residential or \$1,044,000.

**Residential Fire Service Impact Fee:**

$$\text{Cost per Capita} = \frac{\text{Cost of New Facilities (\$4,756,000)}}{\text{Net Population Growth (16,289)}}$$

Based on this analysis, the calculated cost per capita to provide new fire service facilities and equipment is \$291.98.

**Example Residential Fire Service Impact Fee:**

**100-lot Single-family Subdivision:**

$$\text{Cost per Capita} \times \text{\# of Households} \times \text{Persons per Household} = \text{Impact Fee}$$

$$\$291.98 \times 100 \times 2.35 = \$68,615.30$$

**Non-Residential Fire Service Impact Fee:**

$$\text{Cost per Employee} = \frac{\text{Cost of New Facilities (\$1,044,000)}}{\text{Net Employment Growth (6,214)}}$$

Based on this analysis, the calculated cost per employee to provide new emergency medical services facilities and equipment is \$168.01.

**Example Non-Residential Fire Service Impact Fee:**

**10,000 s.f. General Office Building:**

$$\text{Cost per Employee} \times \frac{\text{Building size}}{1,000 \text{ s.f.}} \times \text{Employee Space Ratio} = \text{Impact Fee}$$

$$\$168.01 \times \frac{10,000 \text{ s.f.}}{1,000 \text{ s.f.}} \times 3.32 = \text{Impact Fee}$$

$$\$168.01 \times 10 \times 3.32 = \$5,577.93$$

**Emergency Medical Services Impact Fee**

The emergency medical services impact fee is calculated to recover the capital costs of one new station and four new ambulances in anticipation of increased calls for service based on population and employment projections. This cost is then allocated to new development based on the idea that the relative demand for services from new customers will be proportionally equal to the present demand and that the current staffing levels and available space are now at capacity. Because emergency medical services are location-based, failure to add additional locations will result in a decrease in the present level of service provided by this department.

A discount rate is applied to the construction cost of EMS station 4 since it already has one ambulance and serves a relative share of customers. Increasing its capacity to four ambulances results in a 3:4 ratio or 75% proportionate share of the construction cost of the new station. Therefore, the cost attributable to building the new station is 75% of \$511,000 or \$383,250. The cost of the ambulances is not discounted since all vehicles will be new and not replacements. The discounted projected cost is \$1,383,250.

**Residential Emergency Medical Services Impact Fee:**

$$\text{Cost per Capita} = \frac{\text{Cost of New Facilities } (\$1,383,250)}{\text{Net Population Growth } (16,289)}$$

Based on this analysis, the calculated cost per capita to provide new emergency medical services facilities and equipment is \$84.92.

**Example Residential Emergency Medical Services Impact Fee:**

**100-lot Single-family Subdivision:**

Cost per Capita  $\times$  # of Households  $\times$  Persons per Household = Impact Fee

$$\$84.92 \times 100 \times 2.35 = \$19,956.20$$

**Non-Residential Emergency Medical Services Impact Fee:**

$$\text{Cost per Employee} = \frac{\text{Cost of New Facilities } (\$1,383,250)}{\text{Net Employment Growth } (6,214)}$$

Based on this analysis, the calculated cost per employee to provide new emergency medical services facilities and equipment is \$222.58.

**Example Non-Residential Emergency Medical Services Impact Fee:**

**10,000 s.f. General Office Building:**

Cost per Employee  $\times$   $\frac{\text{Building size}}{1,000 \text{ s.f.}}$   $\times$  Employee Space Ratio = Impact Fee

$$\$222.58 \times \frac{10,000 \text{ s.f.}}{1,000 \text{ s.f.}} \times 3.32 = \text{Impact Fee}$$

$$\$222.58 \times 10 \times 3.32 = \$7,389.66$$



### ***Parks & Recreation Impact Fee***

Residential customers are the primary users of parks and recreation facilities in Indian Land/Van Wyck. The new facilities that will be constructed to accommodate growth are directly attributed to the proliferation of new residents. The new recreation facilities are estimated to cost \$5,498,500. Therefore, calculating the cost per capita is necessary to determine the proportionate share of the new facilities.

$$\text{Cost per Capita} = \frac{\text{Cost of New Facilities (\$5,498,500)}}{\text{Net Population Growth (16,289)}}$$

Based on this analysis, the calculated cost per capita to construct the new parks and recreation facilities is \$337.56.

**Table 6 - Maximum Allowable Impact Fee Schedule  
Parks & Recreation**

Housing Category	Cost per Person	Persons per Household	Maximum Allowable Impact Fee
Single-family (Attached or Detached)	\$337.56	2.35	\$793.27
Mobile Home	\$337.56	2.53	\$854.03
Multi-family (2 or more units)	\$337.56	1.12	\$378.07

#### **Example Residential Parks & Recreation Impact Fee:**

##### **100-lot Single-family Subdivision:**

$$\text{Cost per Capita} \times \text{\# of Households} \times \text{Persons per Household} = \text{Impact Fee}$$

$$\$337.56 \times 100 \times 2.35 = \$79,326.60$$

### ***Library Facilities Impact Fee***

Residential customers are the primary users of library facilities in Indian Land/Van Wyck. The new facilities that will be constructed to accommodate growth are directly attributed to the proliferation of new residents. The new library addition is estimated to cost \$614,000. Therefore, calculating the cost per capita is necessary to determine the proportionate share of the new facilities.

$$\text{Cost per Capita} = \frac{\text{Cost of New Facilities (\$614,000)}}{\text{Net Population Growth (16,289)}}$$

Based on this analysis, the calculated cost per capita to construct the new library addition is \$37.69.

A maximum allowable impact fee schedule was developed to quantify a fair share for each housing category based on persons per household.

**Table 7 - Maximum Allowable Impact Fee Schedule  
Library Facilities**

Housing Category	Cost per Person	Persons per Household	Maximum Allowable Impact Fee
Single-family (Attached or Detached)	\$37.69	2.35	\$88.57
Mobile Home	\$37.69	2.53	\$95.36
Multi-family (2 or more units)	\$37.69	1.12	\$42.21

#### **Example Library Facilities Impact Fee:**

##### **100-lot Single-family Subdivision:**

Cost per Capita X # of Households X Persons per Household = Impact Fee

$$\$37.69 \times 100 \times 2.35 = \$8,857.15$$

**Table 8 - Summary of Impact Fees  
Cost per Person and Employee**

<b>Impact Fee</b>	<b>Project Cost</b>	<b>Cost per Person</b>	<b>Cost per Employee</b>
Emergency Medical Services	\$1,383,250	\$84.92	\$222.58
Fire Service	\$5,800,000	\$291.98	\$168.01
Library Facilities	\$614,000	\$37.69	-
Parks & Recreation	\$5,498,500	\$337.56	-
<b>TOTALS</b>	<b>\$13,295,750</b>	<b>\$752.15</b>	<b>\$390.59</b>

**The following examples are for illustrative purposes only.**

**Typical Single-family Impact Fee**

Cost per Person	\$752.15
Persons per Household	2.35
<b>TOTAL</b>	<b>\$1,767.55</b>

**Typical General Office Impact Fee**

Cost per Employee	\$390.59
Employee Space Ratio	3.32
Building Size (square feet)	10,000
<b>TOTAL</b>	<b>\$12,967.59</b>

**DISCOUNT RATE**

Lancaster County Council may choose to apply a discount rate to the maximum allowable impact fees presented herein. The discount rate could be used to provide a reasonable fee for continued residential or non-residential investment or to ensure that impact fees collected for county facilities do not exceed the cost of providing capital improvements identified to accommodate new growth.

Maximum allowable impact fees may be adopted at less than 100% of the amounts presented in previous sections. The discount rate does not need to be the same across all four impact fee

categories; however, a discount rate for any one impact category must be applied uniformly across all the land use categories represented in the schedule.

## **AFFORDABLE HOUSING**

The South Carolina Development Impact Fee Act specifically mandates that local governments understand the effect that impact fees will have, if any, on affordable housing in their jurisdictions. Under SC Law, affordable housing is defined as:

“housing affordable to families whose incomes do not exceed eighty percent of the median income for the service area or areas within the jurisdiction of the governmental entity.”

In May 2007, the South Carolina Priority Investment Act further refined the definition of affordable housing to read:

‘Affordable housing’ means in the case of dwelling units for sale, housing in which mortgage, amortization, taxes, insurance, and condominium or association fees, if any, constitute no more than twenty eight [28%] percent of the annual household income for a household earning no more than eighty percent [80%] of the area median income, by household size, for the metropolitan statistical area as published from time to time by the U.S. Department of Housing and Community Development (HUD) and, in the case of dwelling units for rent, housing for which the rent and utilities constitute no more than thirty percent [30%] of the annual household income for a household earning no more than eighty percent [80%] of the area median income, by household size for the metropolitan statistical area as published from time to time by HUD.

### **Household Income**

The median annual household income reported for the study area is \$61,076 (US Census Bureau, 2011-2015 American Community Survey). Annual household income assumed for a family making 80% of the reported median is \$48,861. This would translate to a monthly household income of \$4,072 for these families.

### **Cost of Homeownership**

#### **Purchase Price:**

The median home value was used to estimate the purchase price of a home. The American Community Survey estimates the median value of a home is \$245,300 (US Census Bureau, 2011-2015 American Community Survey).

#### **Mortgage Payment:**

A conventional, fixed-rate 30-year mortgage was used to estimate typical monthly costs of principle and interest on a home loan. The down payment was assumed to be 20% of the



purchase price ( $\$245,300 \times 20\% = \$49,060$ ). The loan amount for the mortgage was determined by subtracting the down payment from the purchase price ( $\$245,300 - \$49,060 = \$196,240$ ). An interest rate of 3.75% was assumed according to the current rate at [www.bankrate.com](http://www.bankrate.com). The estimated monthly payment for this mortgage is \$908.82.

**Property Tax:**

The Lancaster County Tax Assessor calculates property tax using a millage rate of 0.1635 per \$1,000 of value for residential properties that are owner-occupied. For this analysis, property taxes for a home valued at \$245,300 would be \$1,604.26 or \$133.69 per month.

**Electric Utilities:**

According to Electricity Local, the electricity rate in Lancaster County is 9.84¢/kWh. The average electricity consumption in South Carolina is 1,119kWh/month. This would result in a monthly bill of approximately \$110. ([www.electricitylocal.com/states/south-carolina/lancaster/](http://www.electricitylocal.com/states/south-carolina/lancaster/))

**Water & Sewer:**

Lancaster County Water and Sewer District is the primary service provider in the study area. A typical residential customer's average consumption is 4,500 gallons per month and results in a monthly charge of \$71.70 based on current rates.

**Storm Water Fee:**

Lancaster County will begin collecting a residential stormwater fee of \$75/year (\$6.25/month) on January 1, 2018.

**Telephone, Cable & Internet:**

Comporium is the primary provider for telephone, cable and internet services in Lancaster County. The Comporium website estimates the following fees for services in Lancaster County zip codes: Telephone - \$15.37 per month, Cable (Basic) - \$15.95 per month, and Internet (Entry Package) - \$34.94 per month. ([www.comporium.com](http://www.comporium.com))

**Homeowners Insurance:**

Homeowners insurance provides financial protection against natural disasters. It generally insures the home and the belongings in it. The price of homeowners insurance varies depending on the location of the home, deductible levels, size of the home and the insurance company providing the policy. The average cost of homeowners insurance for a home in Lancaster County in the price range of \$200,000-\$249,999 is \$1,338 per year or \$112 per month. ([www.vhomeinsurance.com](http://www.vhomeinsurance.com))

**Table 9 - Estimated Monthly Cost  
Owner-Occupied Single-Family Residential**

<b>Category</b>	<b>No Impact Fees</b>	<b>With Impact Fees</b>
Purchase Price	\$245,300	\$245,300
Single-Family Residential Impact Fee	-	\$1,768
Down Payment	\$49,060	\$49,414
Loan Amount	\$196,240	\$197,654
Loan Length (Years)	30	30
Yearly Interest Rate	3.75%	3.75%
<b>Mortgage Payment</b>	<b>\$908.82</b>	<b>\$915.37</b>
Property Tax	\$133.69	\$133.69
Electric, Water and Sewer Utilities	\$181.70	\$181.70
Telephone, Cable and Internet	\$66.26	\$66.26
Storm Water Fee	\$6.25	\$6.25
Fire Service Fee*	\$6.25	\$6.25
Homeowners Insurance	\$112.00	\$112.00
<b>Total Monthly Cost</b>	<b>\$1,414.97</b>	<b>\$1,421.52</b>

\*Indian Land and Pleasant Valley fire districts only.

### **Cost of Renting**

The cost of renting a multi-family unit was estimated based on information from the US Census Bureau. The median gross rent (including all utilities and rental insurance) in the study area was estimates as \$1,118 (US Census Bureau, 2011-2015 American Community Survey, Table B25064).

**Table 10 - Maximum Allowable Impact Fees**

<b>Impact Fee Category</b>	<b>Per Capita</b>	<b>Owner-Occupied</b>	<b>Renter-Occupied</b>
Emergency Medical Services	\$84.92	\$199.56	\$95.11
Fire Service	\$291.98	\$686.15	\$327.02
Library Facilities	\$37.69	\$88.57	\$42.21
Parks & Recreation	\$337.56	\$793.27	\$378.07
<b>Total Fees</b>	<b>\$752.15</b>	<b>\$1,767.55</b>	<b>\$842.41</b>

### **Cost Burden Analysis**

Cost burden for affordable housing is measured as the ratio between payments for housing (including property taxes, fees, utilities and insurance) and reported gross household income. A cost burden analysis for Indian Land/Van Wyck was prepared for residents that purchase single-family residences and residents that rent multi-family units. Average monthly income was used to compute maximum allowable monthly payments for buying or renting a home. For the study area, a cost burden ratio of 30% for owner-occupied housing and 28% for renter-occupied housing was used to calculate housing affordability.

### **Cost Burden Analysis with No Impact Fees**

<b>Condition</b>	<b>Monthly Income</b>	<b>Monthly Cost</b>	<b>Cost Burden</b>
Owner-Occupied	\$4,072	\$1,415	34.7%
Renter-Occupied	\$4,072	\$1,118	27.5%

Based on these figures, renter-occupied housing is affordable to residents in the study area, however, owner-occupied housing costs exceed the threshold of affordability. This situation remains unchanged after calculating the monthly cost of impact fees for both groups as noted in the table below. Under current conditions, owner-occupied housing in the study area is not affordable for households earning 80% or less than the median family income based on the HUD maximum of 30% of monthly income.

### **Cost Burden Analysis with Impact Fees**

<b>Condition</b>	<b>Monthly Income</b>	<b>Monthly Cost</b>	<b>Cost Burden</b>
Owner-Occupied	\$4,072	\$1,422	34.9%
Renter-Occupied*	\$4,072	\$1,141	28.0%

\* Monthly cost assumes 36-month payback period for landlord to recoup impact fees.

### **Conclusion**

The South Carolina Development Impact Fee Act requires preparation of a report that estimates the effect of imposing development impact fees on the affordability of housing in the jurisdiction or study area. The results of this analysis determined that the impact fees would increase the monthly cost burden by \$7 (0.46% change) for owner-occupied housing and \$23 for renter-occupied housing (2.09% change).

## Appendix A

### ITE Employee Space Ratio Calculations

Land Use Category	ITE Code	Units	Reported Trips per Unit	Reported Trips per Employee	Employee Space Ratio
<b>Hotel/Motel</b>					
Hotel	310	room	8.17	14.34	0.57
Business Hotel	312	room	7.27	72.67	0.10
<b>Recreational</b>					
Golf Course	430	hole	35.74	20.52	1.74
Multiplex Movie Theater	445	1,000 s.f.	4.91	4.45	1.10
<b>Institutional</b>					
Elementary School	520	1,000 s.f.	15.43	15.71	0.98
Middle/Junior High School	522	1,000 s.f.	13.78	16.39	0.84
High School	530	1,000 s.f.	12.89	19.74	0.65
Junior/Community College	540	1,000 s.f.	27.49	15.55	1.77
University/College	550	student	1.71	8.96	0.19
Day Care Center	565	1,000 s.f.	74.06	26.73	2.77
Library	590	1,000 s.f.	56.24	52.52	1.07
<b>Medical</b>					
Hospital	610	bed	12.94	4.50	2.88
Nursing Home	620	bed	2.74	3.26	0.84
Assisted Living	254	bed	2.66	3.93	0.68
Clinic	630	1,000 s.f.	31.45	8.01	3.93
Medical/Dental Office	720	1,000 s.f.	36.13	8.91	4.05
<b>Commercial-Office</b>					
General Office Building	710	1,000 s.f.	11.03	3.32	3.32
Office Park	750	1,000 s.f.	11.42	3.50	3.26
Business Park	770	1,000 s.f.	12.44	4.04	3.08
<b>Commercial-Retail</b>					
Shopping Center	820	1,000 s.f.	42.70	N/A	2.22*
Building Materials/Lumber Store	812	1,000 s.f.	45.16	32.12	1.41
Free Standing Discount Store	815	1,000 s.f.	57.24	28.84	1.98
Nursery/Garden Center	817	1,000 s.f.	68.10	21.83	3.12
New Car Sales Center	841	1,000 s.f.	32.30	21.14	1.53
Tire Store	848	1,000 s.f.	24.87	5.03	4.94
Supermarket	850	1,000 s.f.	102.24	92.74**	1.10
Furniture Store	890	1,000 s.f.	5.06	12.19	0.42
<b>Industrial</b>					
General Light Industrial	110	1,000 s.f.	6.97	3.02	2.31
General Heavy Industrial	120	1,000 s.f.	1.50	0.82	1.83
Industrial Park	130	1,000 s.f.	6.83	3.34	2.04
Warehousing	150	1,000 s.f.	3.56	3.89	0.92
<b>Services</b>					
Drive-In Bank	912	1,000 s.f.	148.15	30.94	4.79
High-Turnover Sit Down Restaurant	932	1,000 s.f.	127.15	N/A	5.64*
Fast Food w/ Drive-Thru Window	934	1,000 s.f.	496.12	N/A	5.00*

#### Notes:

\*An employee space ratio could not be calculated using rates published in ITE's Trip Generation Manual. The employee ratio used in this analysis was developed by TischlerBise as part of the Development Impact Fee Study completed in May 2002.

\*\*An employee space ratio could not be calculated using rates published in ITE's Trip Generation Manual. The employee ratio used in this analysis was developed by Stantec as part of the Development Impact Fee Study prepared for the Town of Fort Mill in 2015.



## SUMMARY TABLE-UPDATED

Impact Fee	Project Cost	Cost per Person	Cost per Employee
Emergency Medical Services	\$1,383,250	\$84.92	\$222.58
Fire Service	\$5,800,000	\$291.98	\$167.99
Library Facilities	\$614,000	\$37.69	-
Parks & Recreation	\$5,498,500	\$337.56	-
<b>TOTALS</b>	<b>\$13,295,750</b>	<b>\$752.15</b>	<b>\$390.57</b>

### Typical Single-family Impact Fee

Cost per Person	\$752.15
Persons per Household	2.35
<b>TOTAL</b>	<b>\$1,767.55</b>

### Typical General Office Impact Fee

Emergency Medical Services	\$222.58
Fire Service	\$167.99
Cost per Employee	\$390.57
Employee Space Ratio	3.32
Building Size (s.f.)	10,000
<b>TOTAL</b>	<b>\$12,966.92</b>

### Typical Commercial (Discount Store) Impact Fee

Emergency Medical Services	\$222.58
Fire Service	\$167.99
Cost per Employee	\$390.57
Employee Space Ratio	1.98
Building Size (s.f.)	10,000
<b>TOTAL</b>	<b>\$7,733.29</b>

Dollar General

### Typical Industrial Park Impact Fee

Emergency Medical Services	\$222.58
Fire Service	\$167.99
Cost per Employee	\$390.57
Employee Space Ratio	2.04
Building Size (s.f.)	60,000
<b>TOTAL</b>	<b>\$47,805.77</b>

Spec. building in a business park

### Typical Service (Fast Food w/ Drive-thru) Impact Fee

Emergency Medical Services	\$222.58
Fire Service	\$167.99
Cost per Employee	\$390.57
Employee Space Ratio	5.00
Building Size (s.f.)	4,000
<b>TOTAL</b>	<b>\$7,811.40</b>

Chick-Fil-A