Town of Queen Creek

November 2019

Land Use Assumptions, Infrastructure Improvement Plan and Impact Fee Report

WILLDAN

Table of Contents

Executive Summary

Willdan Financial Services and Pat Walker Consulting LLC collectively referred to as the "Willdan Team" was retained by the Town of Queen Creek, Arizona ("Town") to conduct a Non-Utility Development Impact Fee Study ("Study"). This report details the results of the Study analysis for the forecast fiscal period, Fiscal Year (FY) 2018-2027.

The Town of Queen Creek currently assesses impact fees for library, Town facility, law enforcement/police, fire, streets and parks to new development to help offset the cost new development places on the respective systems as they develop within the Town limits. The current fees vary by development type (single family, multifamily, commercial/retail, office and industrial).

The Willdan Team conducted an analysis of the costs to provide capacity to new development by examining existing assets as well as new capital that is required to serve new development. The approach used to calculate the fees for each area varied upon the circumstances of each fee, but all adhere to State law.

Tables ES-1 through ES-5, illustrates the fees comparisons by development type. Residential fees are displayed on a per dwelling unit basis and non-residential fees on a per 1,000 square foot basis.

Table ES-1
Single Family Residential Impact Fee Comparison

Fee	Proposed	Current	Difference - $	Difference - %
Library	$167	$723	($556)	(76.9%)
Town Facility	76	470	(394)	(83.8%)
Law Enforcement/Police	640	167	473	283.3%
Fire	1,175	490	685	139.8%
Streets	2,118	1,263	855	67.7%
Parks	3,189	3,681	(492)	(13.4%)
Total	$7,365	$6,794	571	8.4%

Table ES-2
Multifamily Residential Impact Fee Comparison

Fee	Proposed	Current	Difference - $	Difference - %
Library	$120	$532	($412)	(77.4%)
Town Facility	54	346	(292)	(84.3%)
Law Enforcement/Police	460	123	337	273.9%
Fire	845	361	484	134.1%
Streets	1,479	882	597	67.7%
Parks	2,293	2,710	(417)	(15.4%)
Total	$5,251	$4,954	$297	5.9%

Table ES-3
Commercial/Retail Impact Fee Comparison

Fee	Proposed	Current	Difference - $	Difference - %
Library	$39	$111	($72)	(65.0%)
Town Facility	18	292	(274)	(94.0%)
Law Enforcement/Police	608	229	379	165.5%
Fire	1,115	290	825	284.5%
Streets	2,630	1,569	1,061	67.6%
Parks	742	563	179	31.8%
Total	$5,152	$3,054	$2,098	68.6%

Table ES-4
Office Impact Fee Comparison

Fee	Proposed	Current	Difference - $	Difference - %
Library	$57	$109	($52)	(47.7%)
Town Facility	26	286	(260)	(90.9%)
Law Enforcement/Police	310	90	220	244.4%
Fire	569	285	284	99.6%
Streets	1,139	679	460	67.7%
Parks	1,099	552	547	99.1%
Total	$3,200	$2,001	$1,199	59.9%

Table ES-5
Industrial Impact Fee Comparison

Fee	Proposed	Current	Difference - $	Difference - %
Library	$58	$128	($70)	(54.7%)
Town Facility	26	338	(312)	(92.3%)
Law Enforcement/Police	245	56	189	337.5%
Fire	450	335	115	34.3%
Streets	720	429	291	67.8%
Parks	1,115	650	465	71.5%
Total	$2,614	$1,936	678	35.0%

There were several differences in the current approach as compared to the prior study approach that have resulted in changes in the fees. The current study projects an increase in projected development for

the current ten-year study period as compared to the prior ten-year study period. This change impacts all fee areas. The current projections include an additional 5,468 single family homes, 1,642 multifamily units, 215,000 commercial/retail square feet and 7,000 office square feet as compared to the prior study. The industrial projections anticipate 8,000 less square feet than in the previous study. The prior study used national assumptions as identified in the Institute of Transportation Engineers (ITE) trip generation manuals. The current approach is more specific to Queen Creek and used the Town's existing square footage of non-residential development as of 2016 and workers identified by the Maricopa Association of Governments (MAG) 2016 socioeconomic projections of employment data in conjunction with Elliott D Pollack & Company. The MAG data indicated a different ratio of employees per 1,000 square feet of development compared to the national average, thus shifting the proportionate share of costs between anticipated developments. Any additional differences that are specific to each fee area are described below.

Library

Outstanding debt related to the library has been refinanced since the last study. The refinancing of the outstanding debt resulted in lower annual debt service payments which in turn resulted in a lowering of the impact fee.

Town Facility

The current study included the use of the existing fund balance to offset development costs. The prior study did not include the use of the fund balance. While the current study allocated costs to each customer class on an EDU basis, the prior study allocated costs on a per person basis for residential and per trip basis for non-residential.

Law Enforcement/Police

The current study includes the existing fund balance in the valuation of the system. The prior study did not include the use of the fund balance. While the current study allocated costs to each customer class on an EDU basis, the prior study allocated costs on a per person basis for residential and per trip basis for non-residential.

Fire

The current study includes the existing fund balance in the valuation of the system. The prior study did not include the fund balance. While the current study allocated costs to each customer class on an EDU basis, the prior study allocated costs on a per person basis for residential and per job basis for non-residential.

Streets

The prior study included $13,090,602 ($6,485,000 in growth-related costs) to construct road infrastructure projects. The current study anticipates the addition of 84.15 lane miles at an inflated cost of $147,129,148 (growth-related costs of $72,534,670).

Section 1 - Introduction and Assumptions

1.1. Introduction

Willdan Financial Services and Pat Walker Consulting LLC collectively referred to as the "Willdan Team" was retained by the Town of Queen Creek, Arizona ("Town") to conduct a Non-Utility Development Impact Fee Study ("Study"). This report details the results of the Study analysis for the forecast fiscal period, Fiscal Year (FY) 2017-18 through 2026-27.

1.2. Overview of the Study

The impact fee study was a collaboration between the Willdan Team and the Town. We reviewed data and assumptions with Town staff, specifically existing development units, growth projections used in developing the land use assumptions (LUA), and the Infrastructure Improvement Plan (IIP) to develop preliminary development impact fees. Growth projections generally conform to the Town's 2018 General Plan.

1.3. Overview of the Impact Fee Calculation Process

This Study presents an overview of the concepts employed in the development of the analysis contained herein. The analysis is followed by a discussion of the data, assumptions and results associated with each component of the study. Finally, appendices with detailed schedules are presented for further review of the data, assumptions and calculations which drive the results presented in this Study. The report is organized as follows:

- Executive Summary
- Section 1 - Introduction
- Section 2 – Land Use Assumptions
- Section 3 – Library Infrastructure Improvement Plan and Preliminary Fee Calculation
- Section 4 – Town Facility Infrastructure Improvement Plan and Preliminary Fee Calculation
- Section 5 – Law Enforcement/Police Infrastructure Improvement Plan and Preliminary Fee Calculation
- Section 6 – Fire Infrastructure Improvement Plan and Preliminary Fee Calculation
- Section 7 – Streets Infrastructure Improvement Plan and Preliminary Fee Calculation
- Section 8 – Parks Infrastructure Improvement Plan and Preliminary Fee Calculation
- Appendix A – Land Use Assumptions
- Appendix B – Library IIP
- Appendix C – Library Impact Fee

- Appendix D – Town Facility IIP
- Appendix E – Town Facility Impact Fee
- Appendix F – Law Enforcement/Police IIP
- Appendix G – Law Enforcement/Police Impact Fee
- Appendix H – Fire IIP
- Appendix I – Fire Impact Fee
- Appendix J – Streets IIP
- Appendix K – Streets Impact Fee
- Appendix L – Parks IIP
- Appendix M – Parks Impact Fee
- Appendix N – Elliott D Pollack Company Revenue Analysis
- Appendix O –Non-Residential Land Use Classifications

1.4. Revenue Forecasts, Credits and Offsets

The portion of the state statute that pertains to municipalities is Arizona Revised Statute (ARS) §9-463.05 (the Fee Statute

The Fee Statute requires a forecast of revenues that are projected to be generated from the proposed impact fees. Section 9-463.05 (E)(7) states:

A forecast of revenues generated by new service units other than development fees, which shall include estimated state-shared revenue, highway user revenue, federal revenue, ad valorem property taxes, construction contracting or other similar excise taxes and the capital recovery portion of utility fees attributable to development based on the approved land use assumptions, and a plan to include these contributions in determining the extent of the burden imposed by the development as required in subsection B, paragraph 12 of this section.

The Fee Statute states that, if there are revenues from property taxes, fees assessments, state shared revenues, highway revenues, Federal revenues, ad valorem property taxes, or similar taxes that are used to fund the cost of development, an offset against the capital costs for the calculation of the impact fee must be given.

The Town engaged Rick Merritt of Elliott D. Pollack & Company to conduct an evaluation of the revenues received from new development as a result of property taxes, fees, assessments, state shared revenues, highway user revenue, Federal revenues, ad valorem property taxes or similar taxes. Mr. Merritt concluded that revenues derived from new growth projected over the five years ending in Fiscal Year 2022-23 were substantially short of the growth-related operating costs and infrastructure replacement costs over that same period. Accordingly, the Town does not derive any revenue from new growth that can be used to offset the burden of new development. The report is included as Appendix N.

1.5. Development Impact Fee Authority

The portion of the state statute that pertains to municipalities is Arizona Revised Statute (ARS) §9-463.05 (the Fee Statute).

As of January 1, 2012, the Fee Statute limits the types of facilities that can be funded through impact fees. Funded facilities must be a necessary public service as defined in the Fee Statute. The sections that refer to the fees examined in this report are as follows:

Library

> *"Library facilities of up to ten thousand square feet that provide a direct benefit to development, not including equipment, vehicles or appurtenances."*

Town Facility

> *"A municipality may continue to assess a development fee adopted before January 1, 2012 for any facility that was financed before June 1, 2011 if:*
>
> *Development fees were pledged to repay debt service obligations related to the construction of the facility.*
>
> *After August 1, 2014, any development fees collected under this subsection are used solely for the payment of principal and interest on the portion of the bonds, notes or other debt service obligations issued before June 1, 2011 to finance construction of the facility."*

Law Enforcement/Police & Fire

> 7 (f): *"Fire and police facilities, including all appurtenances, equipment and vehicles. Fire and police facilities do not include a facility or portion of a facility that is used to replace services that were once provided elsewhere in the municipality, vehicles and equipment used to provide administrative services, helicopters or airplanes or a facility that is used for training firefighters or officers from more than one station or substation."*

Streets

> *"Street facilities located in the service area, including arterial or collector streets or roads that have been designated on an officially adopted plan of the municipality, traffic signals and rights-of-way and improvements thereon."*

Parks

> 7 (g): *"Neighborhood parks and recreational facilities on real property up to thirty acres in area, or parks and recreational facilities larger than thirty acres if the facilities provide a direct benefit to the development. Park and recreational facilities do not include vehicles, equipment or that portion of any facility that is used for amusement parks, aquariums, aquatic centers, auditoriums, arenas, arts and cultural facilities, bandstand and orchestra facilities, bathhouses, boathouses, clubhouses, community centers, equestrian facilities, golf course facilities, greenhouses, lakes museums, theme parks, water reclamation or riparian areas, wetlands, zoo facilities or similar recreational facilities, but may include swimming pools."*

The proposed fees meet the requirements as outlined above.

1.6. Calculation Methodologies

Three basic methodologies were examined to calculate the Town's impact fees. The methodologies are used to determine the best measure of demand created by new development for each impact fee area (parks, library etc.). The methodologies can be classified as looking at the past, present and future capacities of infrastructure. The three basic methodologies are described below:

The **buy-in** methodology is used where infrastructure has been built in advance of new development and excess capacity is available for new development. Under this methodology, new development repays the community for previous capacity investments via the impact fee.

The **incremental** (plan based) methodology uses the Town's capital improvement plan (CIP) and related master plans to determine new developments share of planned projects. Projects that do not add capacity, such as routine maintenance or replacement of existing facilities, are not included in the fees. Projects that add capacity are further evaluated as to the percentage of the project attributable to existing development versus new development. Only the incremental projects attributable to new development is included in the impact fees.

The third approach is **the plan based average cost** methodology and is a hybrid variation of the incremental cost methodology. Whereas the incremental cost methodology only looks at the projected growth-related capital that is required to serve new development, the plan based average cost methodology looked at all capital (growth and non-growth) for the ten-year period. The total capital costs were then multiplied by the growth portion of total system demand as of the end of the ten-year period. Under this method all development (existing and new) share in the capital costs based on their proportionate share of total development.

Table 1-1 summarizes the methodology used to calculate the impact fees for each fee area.

Table 1-1
Summary of Impact Fee Methodologies

Fee Area	Methodology
Library	Buy-In
Town Facility	Buy-In
Law Enforcement/Police	Buy-In
Fire	Buy-In
Streets	Plan Based Average Cost
Parks	Incremental

1.7. Reliance on Data

During this project, the Town (and/or its representatives) provided the Willdan Team with a variety of technical information, including debt service projections and demographic data. This data was used by the Willdan Team in the process of developing the impact fees. The Willdan Team did not independently assess or test for the accuracy of such data historic or projected but worked with Town staff to better understand the data and believe it to be the best available information at the time of the study.

Section 2 - Land Use Assumptions

2.1. Development Impact Fee Authority

Impact fees are one-time fees assessed to new development which helps pay for the proportionate share of infrastructure costs new development imposes on a community. Impact fees are charges that are assessed on new development using a standard formula based on specific characteristics such as the type of housing unit or the square footage of the development. The fees are paid at the time of building permit issuance.

2.2. Land Use Assumption Requirements

The Fee Statute requires additional supporting documentation for the implementation of development fees, including the documentation of land use assumptions (LUA). The specific legislation (ARS§ 9-463.05(T)(6)) requires:

> *"… projections of changes in land uses, densities, intensities and population for a specified service area over a period of at least ten years and pursuant to the general plan of the municipality."*

The growth projections included in this report generally conform to the Town's 2018 General Plan (General Plan) and Maricopa Association of Governments growth assumptions.

2.3. Service Areas

A key requirement under the Fee Statute is the identification of the service area for which the fee will be applied. Accordingly, the Town intends to assess all impact fees using one Town-wide system that serves the entire Town, rather than multiple individual service areas. Figure 2-1 illustrates the Town of Queen Creek service area.

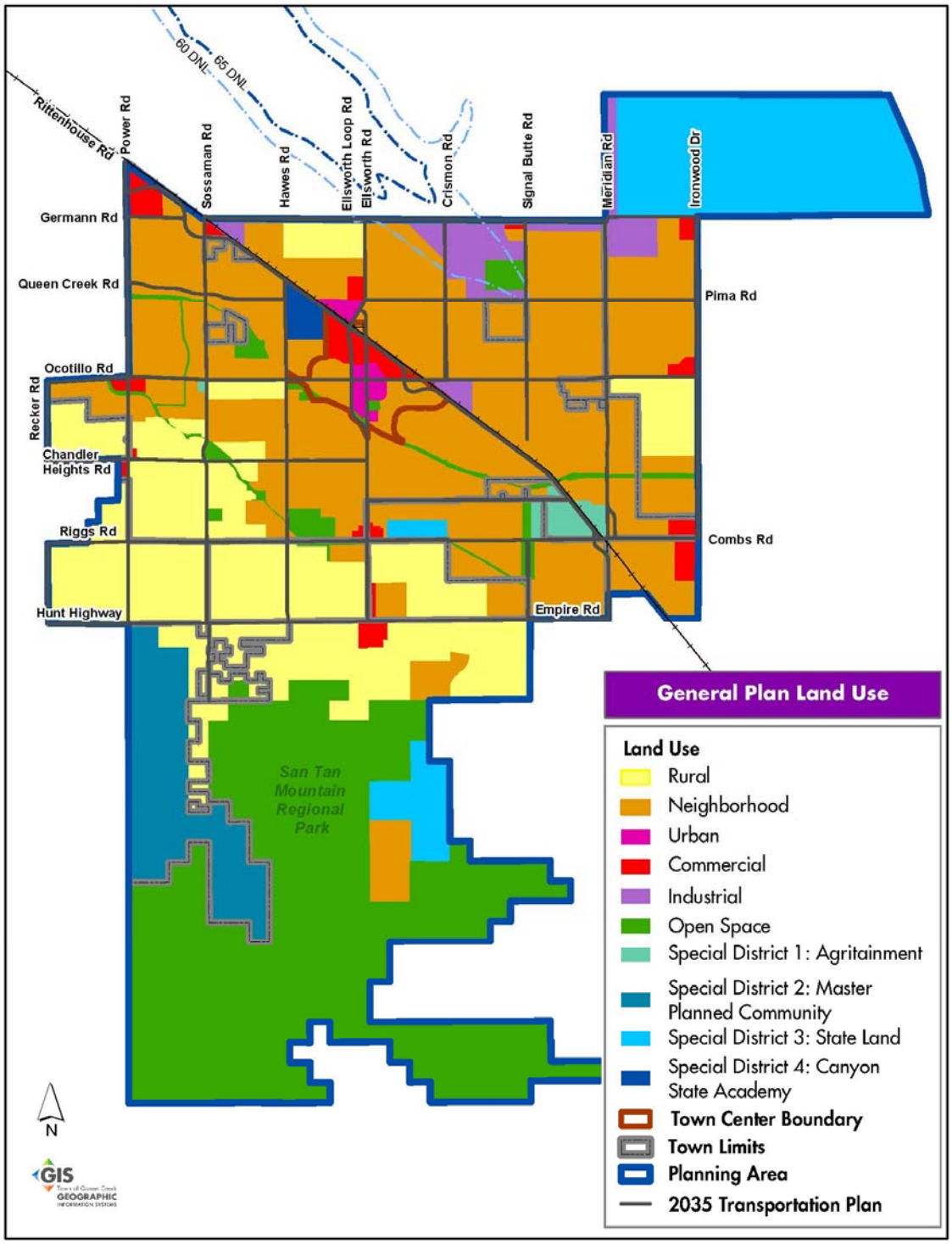


Figure 2-1: Town of Queen Creek Service Area

2.4. Key Requirements for Future Growth and Development

The existing Town development (residential and non-residential) as well as future growth projections used in the study were provided by Town Staff. As required by Statute, this section of the report identifies the population of the Town as of July 1, 2017, and existing non-residential development as of 2016, as well as fiscal year (FY) 2017-18 and the projection of new development through FY 2026-27, with the population projection at the end of the study period. In FY 2017-18, the population was 41,919 persons, with an assumed 3.49 persons per single family household and 2.51 persons per multifamily household. Tables 2-1 and 2-2 summarize the incremental development unit projections through FY 2026-27.

Table 2-1
Incremental Development Projections

	Fiscal Year Ending June 30									
Development	**2018**	**2019**	**2020**	**2021**	**2022**	**2023**	**2024**	**2025**	**2026**	**2027**
Single Family Units	1,041	1,185	1,424	1,370	1,242	1,104	1,054	1,158	1,207	1,078
Multifamily Units	138	190	140	284	575	140	175	130	85	0
Commercial/Retail (1,000 sq ft)	197	307	134	41	35	111	25	25	25	25
Office (1,000 sq ft)	77	195	340	110	85	155	135	135	45	10
Industrial (1,000 sq ft)	150	75	77	25	25	45	45	30	20	10

Table 2-2
Incremental Development Summary

Development	10-Year Total
Single Family Units	11,863
Multifamily Units	1,857
Commercial/Retail (1,000 sq. ft.)	925
Office (1,000 sq. ft.)	1,287
Industrial (1,000 sq. ft.)	502

The population is anticipated to grow to 87,982 persons or 11,863 additional single-family units and 1,857 multifamily units by the end of FY 2026-27. At 3.49 persons per single family household the 11,863 new single-family homes represent 41,402 new residents. Multifamily represents an additional 1,857 units or 4,661 new residents assuming 2.51 persons per household. In total it is projected that an additional 2,714,000 square feet of non-residential development will be added over the next 10 years.

Section 3 - Library Infrastructure Improvement Plan and Proposed Fee Calculation

3.1. Introduction

The library fee area does not anticipate any physical capital additions during the 10-year study period as the library was built to accommodate build out and currently has excess capacity. Since no additional expansions are required, the library fee only includes outstanding growth-related debt.

3.2. Existing Level of Service

The Fee Statute requires that impact fees are based on the same level of service (LOS) that is to be provided to existing development within the service area. The premise of the requirement is that new development should not be asked to pay for increases to the LOS for existing development. The impact fee can be based on higher level of service than is currently being experienced, but there must be an identified plan that utilizes non-impact fee related revenues to address the existing deficiency to increase the LOS for existing development to the level of service provided to new development.

The Town's library facilities were oversized to accommodate new growth. The Town identified the portion of outstanding debt that is attributable to new development and the portion that is attributable to existing development. Only growth-related debt service has been included in the development of fees.

3.3. Planned Improvements

As previously discussed, there are no growth-related improvements planned for the library system during the ten-year study period.

3.4. Outstanding Debt

There are three outstanding debt issuances related to the Town's library system.

The first is a 2016 refunding of a 2007 Excise tax bond. Through discussions with Town Staff it was determined that of the total debt issuance, 51.2% of the bond is considered growth related based on the existing population and the projected population at the time the debt is fully retired. The ten-year outstanding growth-related portion of the debt is $270,487. The debt is projected to be fully retired in FY 2031-32.

The second outstanding issuance is a 2016 refunding of a 2006A Greater Arizona Development Authority (GADA) issuance. Based on discussions with Town Staff it was determined that the growth-related portion of the outstanding debt represents 51.2% of the total issuance based on the ratio of existing development to projected development at the full retirement of the debt. The ten-year outstanding growth-related portion of the debt is $1,673,340. The debt is projected to be fully retired in FY 2035-36.

The final outstanding debt issuance is a 2016 refunding of a 2005B GADA issuance. The growth-related portion of the debt based on existing development and total development when the debt is fully retired, is 51.2%. The ten-year growth-related debt service is $397,716. The debt is projected to be fully retired in FY 2029-30.

In total, the growth-related debt for the three debt issuances is $2,341,543.

3.5. Proposed Library Impact Fee Calculation

This section of the report including all subsections will discuss the approach and calculations that were undertaken to identify the library impact fee for each development category. The buy-in method was used to calculate the library fee.

3.5.1 Outstanding Growth-Related Debt

As discussed in section 3.4, the Town has three outstanding growth-related library debt issuances. The outstanding growth-related portion of the debt is $2,341,543.

The existing library impact fee fund balance is negative ($150,225) at the end of FY 2016-17, therefore no fund balance is available to pay for outstanding debt. The remaining debt to be paid from library impact fees is $2,341,543. The detailed debt schedule can be found in Appendix B.

3.5.2 Service Units

The total increase in service units during the ten-year study period was calculated using a functional population approach. Under the functional population approach, the anticipated functional residential population was based on 3.49 persons per single-family development and 2.51 multifamily persons per unit with an occupancy factor for both development types of 0.67 (based on industry accepted standards). The functional population for non-residential developments, uses an assumed number of employees per 1,000 square feet working 8 hours per day. The employees per 1,000 square feet factor is specific to Queen Creek and was calculated by dividing the 2016 square footage of development (by development type) by the employees per development type as identified by the 2016 Maricopa County of Governments (MAG) socioeconomic projections employment data in conjunction with Elliott D Pollack & Company. Table 3-1 summarizes the functional population projection for the ten-year study period.

A single-family residential dwelling unit is assumed to represent one EDU. EDUs for all other development types was derived based on the ratio of functional population for each development type as compared to the functional population for a single-family development. For example, the functional population for single family developments is 2.34 persons per unit and the functional population for multifamily is 1.68 persons per unit, therefore a multifamily unit represents 0.719 EDUs (1.68/2.34). A summary of EDUs by development type is presented in table 3-2.

Table 3-1
Study Period Functional Population

Development Type	(a) Persons per Household/Employees per 1,000 Square Feet	(b) Occupancy Factor/Functional Population per Unit [1]	(c) New Housing Units/Square Feet of Development	Functional Population [2]
Single Family	3.49	0.67	11,863	27,739
Multifamily	2.51	0.67	1,857	3,123
Commercial/Retail	1.63	0.54	925	503
Office	2.42	0.81	1,287	1,037
Industrial	2.45	0.81	502	410
Total				32,813

(1) Functional population per unit is derived by persons per house x occupancy factor or employees per 1,000 square feet x 8 hours per day / 24 hours in a day.
(2) Residential functional population is calculated by (a) x (b) x (c). Non-residential functional population is calculated by (b) x (c).
Note: Variances are due to rounding

Table 3-2
Incremental Equivalent Dwelling Units (EDUs)

Development Type	(a) Functional Population per Unit	(b) EDUs per Unit	(c) 10-Year Development Units	10-Year EDUs [1]
Single Family	2.34	1.000	11,863	11,863
Multifamily	1.68	0.719	1,857	1,336
Commercial/Retail	0.54	0.233	925	215
Office	0.81	0.345	1,287	443
Industrial	0.81	0.350	502	175
Total				14,033

(1) EDUs are calculated by (b) x (c).
Note: Variances are due to rounding.

3.5.3 Proposed Library Impact Fee

The maximum supportable proposed library impact fee that can be assessed to new development is based on each development type's proportionate impact placed on the Town's system. The proposed fees reflect the outstanding growth-related debt to be funded through impact fees. The proposed library impact fees and a comparison to the Town's current fees are summarized in Table 3-3.

Table 3-3
Proposed Library Impact Fees

Development Type	Proposed Fee	Current Fee	Difference $	Difference %
Per Dwelling Unit				
Single Family	$167	$723	($556)	(77%)
Multifamily	120	532	(412)	(77%)
Per 1,000 Square Feet				
Commercial/Retail	39	111	(72)	(65%)
Office	57	109	(52)	(48%)
Industrial	58	128	(70)	(55%)

Note: Variances are due to rounding.

The proposed fees identified in Table 3-3 represent the fees necessary to fund new development or "growth's" proportionate share of the Town's library system through FY 2026-27. A discussion of the forecasted revenues during the study period follows in Section 3.6.

The full proposed impact fee calculation can be found in Appendix C.

3.6. Estimation of Proposed Impact Fee Revenues

Had the Town adopted the proposed fees at the beginning of FY 2017-18, the Town would have generated $2,341,543 based on the maximum proposed library impact fees during the study period. The summarized projection of proposed library impact fee revenue by year can be found in Table 3-4.

Table 3-4
Proposed Library Impact Fee Revenue Projections

Year	Residential	Nonresidential	Total
FY 2017-18	$190,265	$20,843	$211,107
FY 2018-19	220,533	27,510	248,043
FY 2019-20	254,413	29,226	283,639
FY 2020-21	262,683	9,376	272,059
FY 2021-22	276,247	7,705	283,952
FY 2022-23	201,017	15,848	216,865
FY 2023-24	196,874	11,358	208,232
FY 2024-25	208,827	10,483	219,311
FY 2025-26	211,603	4,725	216,328
FY 2026-27	179,877	2,129	182,007
Total	$2,202,339	$139,203	$2,341,543

Note: Variances are due to rounding

Section 4 - Town Facility Infrastructure Improvement Plan and Proposed Fee Calculation

4.1. Introduction

The Town facility fee area does not anticipate any capital additions during the ten-year study period. Since no additional expansions are required, the Town facility fee only includes outstanding growth-related debt.

4.2. Existing Level of Service

The Fee Statute requires that impact fees be based on the same level of service (LOS) that is to be provided to existing development within the service area. The premise of the requirement is that new development should not be asked to pay for improvements to the LOS for existing development. The impact fee can be based on higher level of service than is currently being experienced, but there must be an identified plan that utilizes non-impact fee related revenues or funds to address the existing deficiency to increase the LOS for existing development to the level of service provided to new development.

The Town has identified the portion of outstanding Town facility debt that is attributable to new development and the portion that is attributable to existing development. Only growth-related debt service has been included in the development of fees.

4.3. Planned Improvements

As previously discussed, there are no growth-related improvements planned for the Town facility system during the ten-year study period.

4.4. Outstanding Debt

There are two outstanding debt issuances related to the Town's Town facility system.

The first is a 2016 refunding of a 2007 Excise tax bond. Through discussions with Town Staff it was determined that of the total debt issuance, 51.2% of the bond is considered growth related based on the existing population and the projected population at the time the debt is fully retired. The outstanding growth-related portion of the debt for the ten-year study period is $672,910. The debt is projected to be fully retired in FY 2031-32.

The second outstanding issuance is a 2016 refunding of a 2004B GADA issuance. Through discussions with Town Staff it was determined that the growth-related portion of the outstanding debt represents 51.2% of the total issuance based on the ratio of existing development to projected development at the full retirement of the debt. The outstanding growth-related portion of the debt during the ten-year study period is $2,263,801. The debt is projected to be fully retired in FY 2028-29.

The total growth-related outstanding debt for the ten-year study period is $2,936,711.

4.5. Proposed Town Facility Impact Fee Calculation

This section of the report including all subsections will discuss the approach and calculations that were undertaken to identify the Town facility impact fee for each development category. The buy-in method was used to calculate the Town facility impact fee.

4.5.1 Outstanding Growth-Related Debt

As discussed in section 4.4, the Town has two outstanding growth-related Town facility debt issuances. The outstanding growth-related portion of the debt payments (calculated based on the existing development compared to projected development at the time the bonds are retired) for the next ten-years is $2,936,711.

At the end of FY 2016-17 (the beginning of FY 2017-18) the Town facility impact fee fund had a cash balance of $1,876,479. The existing fund balance will be used to retire debt over the next ten years, therefore, the outstanding debt to be recovered from impact fees was reduced to $1,060,231. The details on the outstanding debt can be found in Appendix D.

4.5.2 Service Units

The total increase in service units during the ten-year study period was calculated using a functional population approach. Under the functional population approach, the anticipated functional residential population was based on 3.49 persons per single-family development and 2.51 multifamily persons per unit with an occupancy factor for both development types of 0.67 (based on industry accepted standards). The functional population for non-residential developments uses an assumed number of employees per 1,000 square feet working 8 hours per day. The employees per 1,000 square feet factor is specific to Queen Creek and was calculated by dividing the 2016 square footage of development (by development type) by the employees per development type as identified by the 2016 Maricopa County of Governments (MAG) socioeconomic projections employment data in conjunction with Elliott D Pollack & Company. Table 4-1 summarizes the functional population projection for the ten-year study period.

A single-family residential dwelling unit is assumed to represent one EDU. EDUs for all other development types was derived based on the ratio of functional population for each development type as compared to the functional population for a single-family development. For example, the functional population for single family developments is 2.34 persons per unit and the functional population for multifamily is 1.68 persons per unit, therefore a multifamily unit represents 0.719 EDUs (1.68/2.34). A summary of EDUs by development type is presented in table 4-2.

Table 4-1
Study Period Functional Population

Development Type	(a) Persons per Household/Employees per 1,000 Square Feet	(b) Occupancy Factor/Functional Population per Unit [1]	(c) New Housing Units/Square Feet of Development	Functional Population [2]
Single Family	3.49	0.67	11,863	27,739
Multifamily	2.51	0.67	1,857	3,123
Commercial/Retail	1.63	0.54	925	503
Office	2.42	0.81	1,287	1,037
Industrial	2.45	0.81	502	410
Total				32,813

(1) Functional population per unit is derived by persons per house x occupancy factor or employees per 1,000 square feet x 8 hours per day / 24 hours in a day.
(2) Residential functional population is calculated by (a) X (b) x (c). Non-residential functional population is calculated by (b) x (c).
Note: Variances are due to rounding.

Table 4-2
Incremental Equivalent Dwelling Units (EDUs)

Development Type	(a) Functional Population per Unit	(b) EDUs per Unit	(c) 10-Year Development Units	10-Year EDUs [1]
Single Family	2.34	1.000	11,863	11,863
Multifamily	1.68	0.719	1,857	1,336
Commercial/Retail	0.54	0.233	925	215
Office	0.81	0.345	1,287	443
Industrial	0.82	0.350	502	175
Total				14,033

(1) EDUs are calculated by (b) x (c).
Note: Variances are due to rounding.

4.5.3 Proposed Town Facility Impact Fee

The maximum supportable proposed Town facility impact fee that can be assessed to new development is a based on each development type's proportionate impact placed on the Town's system. The proposed fees reflect the outstanding growth-related debt to be funded through impact fees. The proposed Town facility impact fees and a comparison to the Town's current fees are summarized in Table 4-3.

Table 4-3
Proposed Town Facility Impact Fees

Development Type	Proposed Fee	Current Fee	Difference $	Difference %
Per Dwelling Unit				
Single Family	$76	$470	($394)	(84%)
Multifamily	54	346	(292)	(84%)
Per 1,000 Square Feet				
Commercial/Retail	18	292	(274)	(94%)
Office	26	286	(260)	(91%)
Industrial	26	338	(312)	(92%)
Note: Variances are due to rounding.				

The proposed fees identified in Table 4-3 represent the fees necessary to fund new development or "growth's" proportionate share of the Town facilities through FY 2026-27. A discussion of the forecasted revenues during the study period follows in Section 4.6.

The full proposed impact fee calculation can be found in Appendix E.

4.6. Estimation of Proposed Impact Fee Revenues

Had the Town adopted the proposed fee as of the beginning of FY 2017-18, the Town would generate $1,060,231 based on the maximum preliminary Town facility impact fees during the study period as compared to the debt needs of $2,936,711 (see section 4.5.1). However, the existing fund balance will be drawn down to supplement the impact fee revenue to match the delta between impact fee revenues and the outstanding debt service. The summarized projection of proposed Town facility impact fee revenue by year can be found in Table 4-4.

Table 4-4
Proposed Town Facility Impact Fee Revenue Projections

Year	Residential	Nonresidential	Total
FY 2017-18	$86,150	$9,437	$95,588
FY 2018-19	99,856	12,456	112,312
FY 2019-20	115,196	13,233	128,429
FY 2020-21	118,941	4,245	123,186
FY 2021-22	125,082	3,489	128,571
FY 2022-23	91,019	7,176	98,195
FY 2023-24	89,143	5,143	94,286
FY 2024-25	94,555	4,747	99,302
FY 2025-26	95,812	2,139	97,952
FY 2026-27	81,447	964	82,411
Total	$997,201	$63,031	$1,060,231
Note: Variances are due to rounding			

Section 5 - Law Enforcement/Police Infrastructure Improvement Plan and Proposed Fee Calculation

5.1. Introduction

The law enforcement/police fee has been developed on the value per EDU of existing assets, while the fees generated will be expended on infrastructure and equipment needs.

5.2. Existing Level of Service

The Fee Statute requires that impact fees are based on the same level of service (LOS) that is to be provided to existing development within the service area. The premise of the requirement is that new development should not be asked to pay for increases to the LOS for existing development. The impact fee can be based on a higher level of service than currently exists, but there must be an identified plan that utilizes non-impact fee related revenues or funds to address the existing deficiency to increase the LOS for existing development to the level of service provided to new development.

The Town recently built a new Law Enforcement/Police facility that was sized to meet development through buildout. To identify the level of service the Willdan Team examined the cost of the new facility as well as the current number of EDUs being served. We also identified the existing impact fee fund balance that was accumulated from prior developments' impact fees and will be available to new development to fund law enforcement/police needs. The level of service was calculated as the current investment per EDU of $640 (new facility of $7,756,942, existing fund balance of $1,807,458 and existing EDUs of 14,942 from Section 5.6.2 and Table 5.3). The level of service calculation is summarized in Appendix G.

5.3. Existing Assets

The Town has an existing Law Enforcement/Police facility with sufficient excess capacity to serve new development through buildout. The cost to construct the law enforcement/police facility was $7,756,942 and the existing fund balance is $1,807,458, which totals $9,564,400 in existing assets.

5.4. Outstanding Debt

The Town issued debt in order to fund the construction of the new law enforcement/police facility. The ten-year growth-related portion of the debt is $1,231,207.

5.5. Planned Improvements

The Town has projected growth-related improvements of $2,828,863, which includes office space in fire stations 2, 4 and 5, police vehicles and equipment, and the cost of the impact fee study. The CIP is summarized in Table 5-1 below.

Table 5-1
Projected CIP through FY 2026-27

Project	Cost
Office Space	$2,264,022
Law Enforcement/Police Equipment	539,116
Study Costs	25,725
Total	**$2,828,863**

5.6. Preliminary Law Enforcement/Police Impact Fee Calculation

This section of the report including all subsections will discuss the approach and calculations that were undertaken to identify the Law Enforcement/Police impact fee for each development category. The law enforcement/police fee was calculated using the buy-in method.

5.6.1 Existing Facilities and Planned Improvements

As discussed in sections 5.3 through 5.5, the Town has existing law enforcement/police facilities valued at $7,756,942, office space costs of $2,264,022, vehicle and equipment costs of $539,116 and study costs of $25,725. The total value of planned improvements is $2,828,863 ($539,116 + 25,725 + $2,264,022). There are also outstanding debt costs of $1,231,207.

5.6.2 Service Units

The total increase in service units during the ten-year study period was calculated using a functional population approach to determine EDUs. Under the functional population approach, the anticipated functional residential population was based on 3.49 persons per single family development and 2.51 multifamily persons per unit with an occupancy factor for both development types of 0.67 (based on industry accepted standards). The functional population for non-residential development, uses an assumed number of employees per 1,000 square feet working 8 hours per day. The employees per 1,000 square feet factor is specific to Queen Creek and was calculated by dividing the 2016 square footage of development (by development type) by the employees per development type as identified by the 2016 Maricopa County of Governments (MAG) socioeconomic projections employment data in conjunction with Elliott D Pollack & Company. An additional adjustment is made to non-residential functional population to recognize visitors to non-residential developments who benefit from law enforcement/police services. The Institute of Transportation Engineers (ITE) Trip Generation Manuals provide a summary of the number of trips generated per 1,000 square feet of non-residential developments as well as the persons per trip. These values estimate the visitors per 1,000 square feet of non-residential developments, and when combined with employees per 1,000 square feet determine the functional population per 1,000 square feet for non-residential developments. Table 5-2 summarizes the functional population per development unit projections used for the ten-year study period.

A single-family residential dwelling unit is assumed to represent one EDU. EDUs for all other development types were derived based on the ratio of functional population for each development type as compared to the functional population for a single-family development. For example, the functional population for single family developments is 2.34 persons per unit and the functional population for multifamily is 1.68 persons per unit, therefore a multifamily unit represents 0.719 EDUs (1.68/2.34). A summary of existing EDUs by development type is presented in table 5-3 and incremental EDUs are presented in table 5-4.

Table 5-2
Functional Population

Development Type	(a) Persons per Household/Employees per 1,000 Square Feet	(b) Occupancy Factor/Trip Rate (1)	(c) Persons per Trip (1)	(d) Visitors per 1,000 Square Feet (2)	Functional Population per Unit (3)
Single Family	3.49	0.67	n/a	n/a	2.34
Multifamily	2.51	0.67	n/a	n/a	1.68
Commercial/Retail	1.63	21.35	1.96	40.21	2.22
Office	2.42	5.52	1.86	7.84	1.13
Industrial	2.45	3.49	1.24	1.87	0.90

(1) Trip rate and person per trip factors are taken from Institute of Transportation Engineers manuals.
(2) Visitors per 1,00 square feet is calculated by ((b) x (c)) – (a)
(3) Residential functional population is calculated by (a) X (b). Non-residential functional population is calculated by (((a) x 8 hours per day) + (d)) /24 hours in a day.
Note: Variances are due to rounding.

Table 5-3
Current Equivalent Dwelling Units

Development Type	(a) Functional Population per Unit	(b) EDUs per Unit	(c) 10-Year Development Units	Current EDUs (1)
Single Family	2.34	1.000	11,955	11,955
Multifamily	1.68	0.719	464	334
Commercial/Retail	2.22	0.949	2,113	2,006
Office	1.13	0.484	1,088	527
Industrial	0.90	0.383	314	120
Total				14,942

(1) EDUs are calculated by (b) x (c).
Note: Variances are due to rounding.

Table 5-4
Incremental Equivalent Dwelling Units

Development Type	(a) Functional Population per Unit	(b) EDUs per Unit	(c) 10-Year Development Units	Ten-Year EDUs [1]
Single Family	2.34	1.000	11,863	11,863
Multifamily	1.68	0.719	1,857	1,336
Commercial/Retail	2.22	0.949	925	878
Office	1.13	0.484	1,287	623
Industrial	0.90	0.383	502	192
Total				14,892

(1) EDUs are calculated by (b) x (c).
Note: Variances are due to rounding.

5.6.3 Proposed Law Enforcement/Police Impact Fee

The maximum supportable proposed Law Enforcement/Police impact fee that can be assessed to new development is a based on each development type's proportionate impact placed on the Town's system. The Law Enforcement/Police fees were calculated using the buy-in methodology as there is sufficient capacity in the existing Law Enforcement/Police facility to serve new development through buildout. The proposed fees reflect the value per EDU of the existing Law Enforcement/Police facility as determined by dividing the total value of the existing assets (facility and existing fund balance) by the existing number of EDUs ($7,756,942 + 1,807,458 / 14,942 = $640). The proposed Law Enforcement/Police impact fees and a comparison to the Town's current fees are summarized in Table 5-5.

Table 5-5
Proposed Law Enforcement/Police Impact Fees

Development Type	Proposed Fee	Current Fee	Difference $	Difference %
Per Dwelling Unit				
Single Family	$640	$167	$473	283%
Multifamily	460	123	337	274%
Per 1,000 Square Feet				
Commercial/Retail	608	229	379	165%
Office	310	90	220	244%
Industrial	245	56	189	338%

Note: Variances are due to rounding.

The proposed fees identified in Table 5-5 represent the fees necessary to fund new development, or "growth's" proportionate share of the law enforcement/police system through FY 2026-27. A discussion of the forecasted revenues during the study period follows in Section 5.7.

The full proposed impact fee calculation can be found in Appendix G.

5.7. Estimation of Proposed Impact Fee Revenues

Had the Town adopted the proposed fees at the beginning of FY 2017-18, it is anticipated that the Town would generate $9,532,581 based on the maximum proposed law enforcement/police impact fees during the study period. The summarized projection of proposed law enforcement/police impact fee revenue by year can be found in Table 5-6.

Table 5-6
Proposed Law Enforcement/Police Impact Fee Revenue Projections

Year	Residential	Nonresidential	Total
FY 2017-18	$729,886	$180,576	$910,463
FY 2018-19	846,002	265,389	1,111,390
FY 2019-20	975,970	205,399	1,181,369
FY 2020-21	1,007,697	65,143	1,072,839
FY 2021-22	1,059,729	53,747	1,113,476
FY 2022-23	771,134	126,532	897,666
FY 2023-24	755,241	68,072	823,313
FY 2024-25	801,097	64,396	865,492
FY 2025-26	811,745	34,044	845,789
FY 2026-27	690,040	20,743	710,783
Total	$8,448,541	$1,084,040	$9,532,581

Note: Variances are due to rounding

Section 6 - Fire Infrastructure Improvement Plan and Proposed Fee Calculation

6.1. Introduction

The fire fee has been developed based on the value per EDU of existing assets, while the fees will be expended on infrastructure and equipment needs.

6.2. Existing Level of Service

The Fee Statute requires that impact fees be based on the same level of service (LOS) that is to be provided to existing development within the service area. The premise of the requirement is that new development should not be asked to pay for improvements to the LOS for existing development. The impact fee can be based on higher level of service than is currently being experienced, but there must be an identified plan that utilizes non-impact fee related revenues or funds to address the existing deficiency to increase the LOS for existing development to the level of service provided to new development.

To identify the level of service the Willdan Team examined the value of the current fire facilities as well as the current number of EDUs being served. We also identified the existing impact fee fund balance that was accumulated from prior developments' impact fees and will be available to new development to fund fire needs. The level of service was calculated as the current investment per EDU of $1,175 (existing facilities of $16,304,898, existing fund balance of $1,251,304 and existing EDUs of 14,942 from Section 6.6.2 and Table 6-3). The level of service calculation is summarized in Appendix I.

The Town has identified the fire system needs (facilities and equipment) needed over the next ten-years to meet calls for service and response time. The impact fee related funds that can be used to fund the anticipated needs over the next ten-years has been limited to the same level of expenditure (or cost) per EDU as is reflected in the existing cost per EDU. This calculation is shown in Appendix I.

6.3. Existing Assets

The Town has existing fire facilities (stations and equipment/apparatus) that are valued at $16,304,898 and existing fund balance of $1,251,304.

6.4. Outstanding Debt

The Town issued debt in order to fund the construction of new fire facilities. The ten-year growth-related portion of the debt is $4,308,876.

6.5. Planned Improvements

The Town has projected growth-related improvements of $27,489,073 which includes three new/expanded fire stations, a fire resource center, fire apparatus and equipment as well as the cost of the impact fee study. The CIP is summarized in Table 6-1 below.

Table 6-1
Projected CIP through FY 2026-27

Project	Cost
Fire Station #2	$6,440,087
Fire Station #4	6,778,004
Fire Station #5 + Land	7,703,554
Fire Resource Center	3,400,000
Ladder Truck	1,250,000
Apparatus w/ equipment	1,891,703
Study Costs	25,725
Total	**$27,489,073**

6.6. Proposed Fire Impact Fee Calculation

This section of the report including all subsections will discuss the approach and calculations that were undertaken to identify the Fire impact fee for each development category. The fire impact fee was calculated using the buy-in method.

6.6.1 Existing Facilities and Planned Improvements

As discussed in section 6.3 through 6.5, the Town has existing fire facilities valued at $16,304,898 and additional capital costs of $27,489,073. There are also outstanding debt costs of $4,308,876.

6.6.2 Service Units

The total increase in service units during the ten-year study period was calculated using a functional population approach to determine EDUs. Under the functional population approach, the anticipated functional residential population was based on 3.49 persons per single family development and 2.51 multifamily persons per unit with an occupancy factor for both development types of 0.67 (based on industry accepted standards). The functional population for non-residential developments, uses an assumed number of employees per 1,000 square feet working 8 hours per day. The employees per 1,000 square feet factor is specific to Queen Creek and was calculated by dividing the 2016 square footage of development (by development type) by the employees per development type as identified by the 2016 Maricopa County of Governments (MAG) socioeconomic projections employment data in conjunction with Elliott D Pollack & Company. An additional adjustment is made to non-residential functional population to recognize visitors to non-residential developments who benefit from fire services. The Institute of Transportation Engineers (ITE) Trip Generation Manuals provide a summary of the number of trips generated per 1,000 square feet of non-residential developments as well as the persons per trip. These values estimate the visitors per 1,000 square feet of non-residential developments, and when combined with employees per 1,000 square feet determine the functional population per 1,000 square feet for non-residential developments. Table 6-2 summarizes the functional population per development unit projections used for the ten-year study period.

A single-family residential dwelling unit is assumed to represent one EDU. EDUs for all other development types was derived based on the ratio of functional population for each development type as compared to the functional population for a single-family development. For example, the functional population for

single family developments is 2.34 persons per unit and the functional population for multifamily is 1.68 persons per unit, therefore a multifamily unit represents 0.719 EDUs (1.68/2.34). A summary of existing EDUs by development type is presented in table 6-3 while incremental EDUs are presented in table 6-4.

Table 6-2
Functional Population

Development Type	(a) Persons per Household/Employees per 1,000 Square Feet	(b) Occupancy Factor/Trip Rate (1)	(c) Persons per Trip (1)	(d) Visitors per 1,000 Square Feet (2)	Functional Population per Unit (3)
Single Family	3.49	0.67	n/a	n/a	2.34
Multifamily	2.51	0.67	n/a	n/a	1.68
Commercial/Retail	1.63	21.35	1.96	40.21	2.22
Office	2.42	5.52	1.86	7.84	1.13
Industrial	2.45	3.49	1.24	1.87	0.90

(1) Trip rate and person per trip factors are taken from Institute of Transportation Engineers manuals.
(2) Visitors per 1,00 square feet is calculated by ((b) x (c)) – (a)
(3) Residential functional population is calculated by (a) X (b). Non-residential functional population is calculated by (((a) x 8 hours per day) + (d)) /24 hours in a day.
Note: Variances are due to rounding.

Table 6-3
Current Equivalent Dwelling Units

Development Type	(a) Functional Population per Unit	(b) EDUs per Unit	(c) 10-Year Development Units	Current EDUs (1)
Single Family	2.34	1.000	11,955	11,955
Multifamily	1.68	0.719	464	334
Commercial/Retail	2.22	0.949	2,113	2,006
Office	1.13	0.484	1,088	527
Industrial	0.90	0.383	314	120
Total				14,942

(1) EDUs are calculated by (b) x (c).
Note: Variances are due to rounding.

Table 6-4
Incremental Equivalent Dwelling Units

Development Type	(a) Functional Population per Unit	(b) EDUs per Unit	(c) 10-Year Development Units	Ten-Year EDUs [1]
Single Family	2.34	1.000	11,863	11,863
Multifamily	1.68	0.719	1,857	1,336
Commercial/Retail	2.22	0.949	925	878
Office	1.13	0.484	1,287	623
Industrial	0.90	0.383	502	192
Total				14,892

(1) EDUs are calculated by (b) x (c).
Note: Variances are due to rounding.

6.6.3 Proposed Fire Impact Fee

The maximum supportable proposed Fire impact fee that can be assessed to new development is based on each development type's proportionate impact placed on the Town's system. A buy-in approach was used to calculate the fire impact fee. The value of existing assets per EDU is calculated at $1,175 ($16,304,898 + 1,251,304 / 14,942). The proposed Fire impact fees and a comparison to the Town's current fees are summarized in Table 6-5.

Table 6-5
Proposed Fire Impact Fees

Development Type	Proposed Fee	Current Fee	Difference $	Difference %
Per Dwelling Unit				
Single Family	$1,175	$490	$685	140%
Multifamily	845	361	484	134%
Per 1,000 Square Feet				
Commercial/Retail	1,115	290	825	285%
Office	569	285	284	100%
Industrial	450	335	115	34%

Note: Variances are due to rounding.

The proposed fees identified in Table 6-5 represent the proposed fees necessary to fund new development or "growth's" proportionate share of the fire system through FY 2026-27. A discussion of the forecasted revenues during the study period follows in Section 6.7.

The full impact fee calculation can be found in Appendix I.

6.7. Estimation of Proposed Impact Fee Revenues

Had the Town adopted the proposed fee as of the beginning of FY 2017-18, it is anticipated that the Town would generate $17,497,795 based on the maximum proposed fire impact fees during the study period. The summarized projection of proposed fire impact fee revenue by year can be found in Table 6-6.

Table 6-6
Proposed Fire Impact Fee Revenue Projections

Year	Residential	Nonresidential	Total
FY 2017-18	$1,339,763	$331,462	$1,671,225
FY 2018-19	1,552,902	487,142	2,040,044
FY 2019-20	1,791,469	377,026	2,168,495
FY 2020-21	1,849,706	119,575	1,969,280
FY 2021-22	1,945,215	98,656	2,043,871
FY 2022-23	1,415,477	232,259	1,647,736
FY 2023-24	1,386,305	124,951	1,511,256
FY 2024-25	1,470,475	118,203	1,588,678
FY 2025-26	1,490,022	62,490	1,552,512
FY 2026-27	1,266,622	38,075	1,304,697
Total	$15,507,955	$1,989,840	$17,497,795
Note: Variances are due to rounding			

Section 7 - Streets Infrastructure Improvement Plan and Proposed Fee Calculation

7.1. Introduction

The full capital cost of the streets system over the FY 2017-18 through FY 2026-27 period is projected to be $147.1 million (inflated dollars). The Town intends to use existing streets impact fees (fund balances) as well as construction sales tax to pay for a portion of the growth-related capital costs. While the costs being funded by the aforementioned funding sources are part of the overall streets capital plan, they are not included in the IIP identified in this report and as such are not part of the calculation of the new impact fees nor will the new fees be used to fund any of those costs.

7.2. Existing Level of Service

The Fee Statute requires that impact fees be based on the same level of service (LOS) that is to be provided to existing development within the service area. The premise of the requirement is that new development should not be asked to pay for improvements to the LOS for existing development. The impact fee can be based on higher level of service than is currently being experienced, but there must be an identified plan that utilizes non-impact fee related revenues or funds to address the existing deficiency to increase the LOS for existing development to the level of service provided to new development.

The existing level of service for the Town's streets system was determined based on the current traffic system flows identified as a capacity level D (see Town's Transportation Master Plan). The Town currently has 117 arterial lane miles of arterial streets with an associated capacity per mile of 8,875 vehicles per day. It should be noted that the industry standard of identifying a level of service for future street needs based on the existing lane miles and capacity per lane mile is one component; and there are several other factors that determine an overall level of service. For example, the need for and number of traffic signals and intersection improvements impact the cost of a new lane mile. A level of service D provides a capacity range (the volume on a road segment compared to the traffic capacity of the same segment) of a range of 0.71 to 0.85. Similarly, a level of service C has a capacity ratio of 0.61 to 0.70 and a level of service E has a vehicle to capacity range of 0.86 to 1.00. In other words, there is a capacity range of approximately 20% where the roadway system can still be considered a level of service D before the LOS moves up or down to a level of C or E. Another consideration is there may be greater congestion within the heart of the streets system requiring more lane miles to accommodate the same capacity of traffic volume that could be accomplished by a smaller number of lane miles on the outskirts of the streets system. The proposed impact fees reflect accommodating new growth at the existing level of service; if the level of service would be increased, the cost to raise the service to existing development level would be paid through non-growth revenues and not impact fees.

7.3. Trip Generation Rates

Streets impact fees are developed based on the impact or burden each classification of new development places on the system. The industry standard metric used to identify the impact new development places on the streets system is vehicle miles traveled (VMT). VMT represents the number of trips as well as the typical length of trip generated by development. This is a formula using Vehicle Trip Ends (VTE) to represent the number of trip ends generated by each development type as identified in the Institute of Transportation Engineers (ITE) Trip Generation manuals. The Trip Adjustment Factor from the National Household Travel Survey (NHTS) is an adjustment accounting for the fact that not all trip ends represent the primary destination of the trip. The average trip length reflects the average length of trip specific to Queen Creek. It is determined by comparing the VMT in Queen Creek from existing development and comparing it to the national average VMT using NHTS average trip length data. The trip length weight factor represents the average trip length by development type as reported by the NHTS. The product of each of these individual components is the VMT for Queen Creek by development type. Each of these components is detailed in Sections 7.3.1 through 7.3.5. Table 7-1 provides a summary of the inputs used to identify the VMT by development type for Queen Creek. Each component of the preliminary fee will be discussed individually.

Table 7-1
Development of Vehicle Miles Traveled

Development Type	Weekday VTE [1]	Trip Adjustment Factor	Average Trip Length	Trip Length Weight Factor	Average VMT [2]
Single Family Residential	9.52	65%	8.89	1.21	66.58
Multifamily Residential	6.65	65%	8.89	1.21	46.51
Commercial/Retail	42.70	33%	8.89	0.66	82.70
Office	11.03	50%	8.89	0.73	35.80
Industrial	6.97	50%	8.89	0.73	22.62

(1) VTE per dwelling unit for residential and per 1,000 square feet for non-residential
(2) VMT per dwelling unit for residential and per 1,000 square feet for non-residential
Note: Variances are due to rounding.

7.3.1 Average Weekday Vehicle Trip Ends (VTE)

Average weekday VTE were taken from the ITE Trip Generation Manuals and represent the number of trip ends generated by each development type. For example, a trip from home to the grocery store and returning home represents four trip ends. The home represents two trip ends, one leaving the home and one returning to the home. The grocery store also represents two trip ends, one arriving at the grocery store and one leaving the grocery store. The second column of Table 7-1 illustrates that a single-family development generates 9.52 trip ends per housing unit, while an office development by generates 11.03 trips ends per 1,000 square feet of developed space.

7.3.2 Trip Adjustment Factors

The trip adjustment factor (column 3 of Table 7-1) reflects the fact that trips can have multiple purposes and not all trip ends represent the primary destination. In the Section 7.3.1 example, if the stop at the grocery store was on the way home from work at the end of the day, the grocery store would not be the primary trip destination, it would be a pass by stop on the way home. As such, adjustments are made to reflect that not all trip ends are primary purposes of the trip. The trip adjustment factor also accounts for commuters (residential developments) leaving the Town for work that is outside the Town's boundaries.

The residential trip adjustment factor is larger than the adjustment factor for the other development types to account for the fact that some commuters leave the Town for work. Residential development is assigned all inbound trips (50% representing one half of the trip) plus an additional 15% trip factor to account for jobs that are located outside the Town's boundaries. Per the NHTS approximately 31% of weekday work trips are out-bound trips. It was estimated that 96.5% of Queen Creek residents traveled outside the Town's boundaries for employment. The additional 15% trip adjustment allocation to residential developments reflects 31% of work-related trips are outside the Town's boundaries adjusted by 50% to reflect half of the trip, multiplied by the 96.5% of residents traveling outside of the Town.

Commercial/retail developments have a trip adjustment factor of less than 50% because these developments attract vehicles as they pass by on arterial roads (the grocery store example from Section 7.3.1). In this case the grocery store is not the primary destination.

7.3.3 Average Trip Length

The starting point used to identify the local trip length for Queen Creek is national data, specifically data published by the 2009 NHTS. National trip length data will not necessarily correspond with trip lengths for individual municipalities, therefore an adjustment must be made by comparing the VMT based on national trip length data (from the NHTS) to the current VMT experienced by the Town based on the current number of lane miles and the existing capacity per lane mile. For Queen Creek, the existing VMT is 94% of the national average VMT. As such the average national trip length of 9.47 miles was decreased to 8.89 miles (Table 7-1, column 4) to be Queen Creek specific.

7.3.4 Trip Length Weight Factor

Trip length weight factor reflects the fact that not all trips are of the same length and therefore place less demand on the Town's system. The 2009 NHTS reports that trips from residential developments tend to be 121% of the overall average trip length. By contrast commercial trips lengths represent 66% of the overall average trip lengths and all other non-residential trips are approximately 73% of average overall trip lengths. The trip length weight factor is listed in column 5 of Table 7-1.

7.3.5 Vehicle Miles Traveled (VMT)

By multiplying the previously identified components together, the VMT per development type can be identified. The VMT by development type is summarized in the final column of Table 7-1.

7.4. Total VMT

Once the VMT per development type has been determined, it is possible to identify the total VMT that is projected at the end of the study period. Table 7-2 summarizes the calculation of total VMT through 2026-27.

Table 7-2
Total Vehicle Miles Traveled (VMT)

Development Type	2027 Total Development [1]	Unit VMT [2]	Total VMT [2]
Single Family Residential	23,818	66.58	1,585,860
Multifamily Residential	2,321	46.51	107,949
Commercial/Retail	3,038	82.70	251,235
Office	2,375	35.80	85,027
Industrial	816	22.62	18,460
Total			2,048,532

(1) Residential development per dwelling unit, non-residential per 1,000 square feet
(2) VMT per dwelling unit for residential and per 1,000 square feet for non-residential.
Note: Variances are due to rounding.

While Table 7-2 represents the total vehicle miles traveled at the end of the study period, Table 7-3 represents the vehicle miles traveled for the anticipated new development in the next ten years. The unit VMT by development type is the same as in Table 7-2, but the overall VMT is lower since only new development is reflected.

Table 7-3
New Development Vehicle Miles Traveled

Development Type	2018-2027 Development [1]	Unit VMT [2]	Total VMT [2]
Single Family Residential	11,863	66.58	789,867
Multifamily Residential	1,857	46.51	86,369
Commercial/Retail	925	82.70	76,488
Office	1,287	35.80	46,076
Industrial	502	22.62	11,357
Total			1,010,157

(1) Residential development per dwelling unit, non-residential per 1,000 square feet
(2) VMT per dwelling unit for residential and per 1,000 square feet for non-residential.
Note: Variances are due to rounding.

7.5. Future Level of Service

Based on the existing streets system, in order to maintain the current level of service for the anticipated growth through FY 2026-27, an additional 113.82 lane miles should be added. As discussed in Section 7.2, the number of lane miles is one of many factors that determine an overall LOS. While the use of existing lane miles and capacity per lane is used to identify the existing lane miles of capacity per VMT and in turn extrapolate the number of future lane miles required based on the incremental VMT due to growth, in

reality there is not necessarily an exact correlation between the lane miles and LOS. At this time, the Town is projected to add 84.15 additional lanes miles during the study period. The 84.15 new lane miles is a comprised of both growth-related lane miles (lane miles to meet the capacity needs of future development) and non-growth-related lane miles (lane miles needed to serve existing development). A review of the projected new VMT resulting from new development during the study period as compared to the total VMT at the end of the study period (existing + new) to identify the percentage of capital project costs that should be allocated to new development. As identified in Table 7-3 new development is projected to add 1,010,157 of new VMT of capacity to the Town's street system. Table 7-2 identifies the total VMT at the end of the study period at 2,048,532. Thus, new development represents 49.3% (1,010,157/2,048,532) of the overall VMT at the end of the study period. Using the VMT split between existing and new development, 49.3% of the projected capital needs over the study period were allocated to new development and 50.7% of the development was allocated to existing development. It was necessary to determine the allocation between new and existing development (or growth vs non-growth) of the IIP to ensure a proper matching of funding sources: impact fees for growth-related projects only and alternative funding sources for non-growth projects such that there will be no comingling of cross-subsidization of project funding. In other words, the anticipated improvements benefitting new growth will not improve the LOS for existing development. Subsequent updates may change the number of lane miles added to the Town system. With 84.15 additional lane miles being added, the projected level of service for future development will be the same as experienced by current development, a capacity level of D.

7.6. Planned Street Improvements

Through the Town's 2016 Master Plan, staff identified the capital projects that would be needed for FY 2017-18 through FY 2026-27 to meet the needs of anticipated growth. Through FY 2026-27 the projects included in the IIP will not result in a higher level of service for existing residents of the Town, and therefore new development is not being asked to pay for a higher level of service than currently exists. The plan based average cost (a conservative approach) was used to develop the capital costs to be assessed to new development. Under the plan-based average cost approach, the growth and non-growth infrastructure improvements for FY 2017-18 through FY 2026-27 were spread across total anticipated development at the end of FY 2026-27 rather than only the incremental development for the next ten years. The Town has projected growth and non-growth-related capital projects of $134,815,493 in current day dollars and $147,129,148 inflated dollars.

Under the plan-based average cost method, the capital component of the impact fee is based on the ratio of new facilities to demand from all development at the end of the study period as follows:

Value of 10-year CIP (growth and non-growth) X Growth Portion as a percent of total System Demand at end of study period

Under this method, all developments (existing and new) share in capital costs based on their proportionate shares of total development. This method is often used when a long-range plan for new facilities is available (for example through a transportation master plan) and new facilities are required to serve new development.

7.7. System Value

The future value of the street system that forms the basis of the streets impact fee is based on three components. Each of the components is discussed individually in the following subsections.

7.7.1 Capital Improvement Program

The first and most significant (in terms of dollars) component of the future street system valuation is the projected CIP through the study period ending FY 2026-27. As identified in section 7.6, the growth and non-growth CIP is projected to be $134,815,493 in current dollars and $147,129,148 in inflated dollars. The CIP is anticipated to add 84.15 new lane miles to the street system. Table 7-4 summarizes the full CIP included in the IIP (49.3% growth, 50.7% non-growth), line item detail can be found in Appendix J.

Table 7-4
Projected CIP through FY 2026-27

Project	Cost
Ocotillo Power to Recker	$787,129
Ocotillo RR to 218th	2,983,485
Ellsworth Ryan to Germann	3,947,349
Ellsworth @ Queen Creek Rd Alignment	4,550,000
Power Road -Ocotillo to Brooks Farms	4,825,000
Power Road - Brooks Farms to Chandler Hgts	4,100,000
Power Road- Chandler Heights to Riggs	6,197,685
Power Road - Riggs to Hunt	4,000,000
Riggs Ells to Meridian	14,142,500
Rittenhouse Road Village Loop North to Alliance Lumber	9,000,000
Meridian Road: Combs to Queen Creek Wash	7,000,000
Ocotillo Road: Signal Butte to Meridian	7,000,000
Signal Butte: Ocotillo to Queen Creek	5,000,000
Hawes Road: Ocotillo to Rittenhouse	1,777,099
TC Street-Duncan to Ocotillo	925,000
Duncan Street: Ellsworth Loop to Ellsworth	750,000
Aldecoa: Ellsworth Loop to Ellsworth	825,000
Germann-Ellsworth to Crismon	2,766,667
Hunt Hwy-Power to Sossaman	3,525,000
Hawes-Creekview	214,906
Ocotillo Road: West of Sossaman Rd to Hawes Rd	6,500,000
QC Ellsworth to SigButte	9,851,673
Crismon Rd - QC to Germann	1,692,000
Ryan Rd - Crismon to SigButte	2,275,000
Chandler Hts-Power to Sossaman	7,400,000
Chandler Hts-Sossaman to Hawes	7,400,000
Chandler Hts - Hawes to Ellsworth	2,950,000
196th - Ocotillo to Appleby 2	2,450,000
Riggs - Hawes to Power	1,270,000
Ellsworth - Rittenhouse to UPRR-N	1,175,000
Appleby 2 - Sossaman to 196th	2,300,000
Ocotillo @ Victoria Signal	125,000
Traffic Signal Ocotillo & Scottland Ct	300,000
Traffic Signal Riggs & Hawes	300,000
Traffic Signal Ellsworth at Via de Palmas	300,000
Project Management Costs	4,000,000
Impact Fee Study	210,000
Total Current Day Dollars	**$134,815,493**
Total Inflated Dollars	**$147,129,148**
Growth Current Day Dollars	**$66,464,038**
Growth Inflated Dollars	**$72,534,670**

7.7.2 Half-Street Improvements

Within the $147,129,148 in capital projects in the IIP, there is $20 million in developer related half-street improvements located in front of undeveloped parcels of land. These costs are the responsibility of the adjacent parcel owner and reduces the growth portion of capital projects to be funded through impact fees from $72,534,670 to $52,534,670.

7.7.3 Construction Tax Offset

The Fee Statutes requires offsets for construction sales taxes assessed at a level greater than the average transaction privilege tax. If this occurs, the entire excess portion must be used to offset the assessed impact fee. More specifically, per the Fee Statute, Section B 12. in part reads:

> *"…if a municipality imposes a construction contracting or similar excise tax rate in excess of the percentage amount of the transaction privilege tax classifications, the entire excess portion of the construction contracting or similar excise tax shall be treated as a contribution to the capital costs of necessary public services provided to development for which development fees are assessed…"*

The Town imposes an excess construction sales tax in the amount of 2.0% above the general sales tax rate dedicated to fund Transportation projects. The excess amount has been applied as an offset to growth-related costs; the estimated construction tax excess for the study period is $23,928,017. The application of the construction tax excess to the streets preliminary impact fee is shown in Section 7.8.4.

7.7.4 Debt Costs

The third component of the streets system valuation is the borrowing costs on debt that is intended to be paid through the Town's streets impact fees. The projected borrowing costs (interest and financing costs) on the $9,385,000 million debt issuance of streets related debt is $3,520,534.

All three of the above-mentioned components are included in the IIP and are summarized in Appendices J and K.

7.8. Proposed Streets Development Fee Calculation

This section of the report including all subsections will discuss the approach and calculations that were undertaken to identify the Streets impact fee for each development category. The streets impact fee was calculated using the plan based average cost method. The plan based average cost methodology looked at all capital (growth and non-growth) for the ten-year period. The total capital costs were then multiplied by the growth portion of total system demand as of the end of the ten-year period. Under this method all development (existing and new) share in the capital costs based on their proportionate share of total development.

7.8.1 Capital Component

In order to calculate the proportionate share of costs to be allocated to each development type and in turn calculate equitable impact fees matching the burden or capacity used up by each development type, it was necessary to multiply the unit cost per VMT for each of the three above-mentioned components by the average VMT by development type. The unit cost per VMT for capital has been calculated at $52.01 per VMT (growth portion system value of $72,534,670 from Table 7-4, less developer half street

improvements of $20 million from section 7.7.2 divided by total growth-related VMT of 1,010,157 from Table 7-3). While the capital cost per VMT is the same regardless of the type of development ($52.01 per VMT), different development types place a different demand on the Town's streets system. The calculation of the capital component of the proposed impact fee by development type based on their proportionate demand placed on the system is shown in Table 7-5 below.

Table 7-5
Capital Component of Proposed Streets Impact Fees

Development Type	Cost Per VMT	Average VMT	Capital Fee
Per Dwelling Unit Basis			
Single Family	$52.01	66.58	$3,463
Multi-Family	52.01	46.51	2,419
Per 1,000 Square Foot Basis			
Commercial/Retail	52.01	82.70	4,301
Office	52.01	35.80	1,862
Industrial	52.01	22.62	1,177
Note: Variances are due to rounding.			

7.8.2 Construction Sales Tax Offset

As identified in Section 7.7.3, the Town has revenue from a dedicated construction sales tax excess offset $23,928,017, which will be used to fund growth related costs and therefore require an offset of $23.69 per VMT against impact preliminary fees ($23,928,017 divided by new development VMT of 1,010,157 from Table 7-3). While the construction sales tax offset per VMT is the same regardless of the type of development ($23.69 per VMT), different development types place a different demand on the Town's streets system. The calculation of the construction sales tax offset of the proposed impact fee by development type based on their proportionate demand placed on the system is shown in Table 7-6.

Table 7-6
Construction Sales Tax Offset by Development Type

Development Type	Cost Per VMT	Average VMT	Construction Tax Offset
Per Dwelling Unit Basis			
Single Family	($23.69)	66.58	($1,577)
Multi-Family	(23.69)	46.51	(1,102)
Per 1,000 Square Foot Basis			
Commercial/Retail	(23.69)	82.70	(1,959)
Office	(23.69)	35.80	(848)
Industrial	(23.69)	22.62	(536)
Note: Variances are due to rounding.			

7.8.3 Debt Cost Component

The Town has borrowing costs attributable to new development of $3,520,534. The borrowing costs per VMT were calculated at $3.49 ($3,520,534 divided by new development VMT of 1,010,157 from Table 7-3). While the borrowing costs per VMT is the same regardless of the type of development ($3.49 per VMT), different development types place a different demand on the Town's streets system. The calculation of the borrowing cost component of the proposed impact fee by development type based on each development type's proportionate demand placed on the system is shown in Table 7-7.

Table 7-7
Borrowing Cost Component by Development Type

Development Type	Cost Per VMT	Average VMT	Debt Component
Per Dwelling Unit Basis			
Single Family	$3.49	66.58	$232
Multi-Family	3.49	46.51	162
Per 1,000 Square Foot Basis			
Commercial/Retail	3.49	82.70	288
Office	3.49	35.80	125
Industrial	3.49	22.62	79
Note: Variances are due to rounding.			

7.8.4 Proposed Streets Impact Fee

The maximum supportable proposed streets impact fee that can be assessed to new development is a sum of the individual proposed fee components (based on each development type's proportionate impact placed on the Town's system) listed in Sections 7.8.1 through 7.8.3. The proposed fees reflect all costs attributable to new development less the offset for construction tax that will be used to fund growth related costs. The proposed streets impact fees and a comparison to the Town's current fees are summarized in Table 7-8.

Table 7-8
Proposed Streets Impact Fees

Development Type	Capital Cost Component	Construction Tax Offset	Debt Component	Proposed Fee	Current Fee	Difference $	Difference %
			Per Dwelling Unit Basis				
Single Family	$3,463	($1,577)	$232	$2,118	$1,263	$855	68%
Multi-Family	2,419	(1,102)	162	1,479	882	597	68%
			Per 1,000 Square Foot Basis				
Commercial/Retail	4,301	(1,959)	288	2,630	1,569	1,061	68%
Office	1,862	(848)	125	1,139	679	460	68%
Industrial	1,177	(536)	79	720	429	291	68%

Note: Variances are due to rounding.

The proposed fees identified in Table 7-8 represent the fees necessary to fund new development or "growth's" proportionate share of the Town's street system through FY 2025-26. A discussion of the forecasted revenues during the study period follows in Section 7.9.

The full proposed impact fee calculation can be found in Appendix K.

7.9. Estimation of Proposed Impact Fee Revenues

Had the Town adopted the proposed fees as of the beginning of FY 2017-18, it is anticipated that the Town would generate $32,127,187 based on the maximum proposed streets impact fees during the study period. The summarized projection of proposed streets impact fee revenue by year can be found in Table 7-9.

Table 7-9
Proposed Streets Impact Fee Revenue Projections

Year	Residential	Nonresidential	Total
FY 2017-18	$2,408,550	$714,754	$3,123,304
FY 2018-19	2,790,403	1,083,473	3,873,876
FY 2019-20	3,222,549	793,666	4,016,215
FY 2020-21	3,321,204	251,075	3,572,278
FY 2021-22	3,480,600	206,828	3,687,428
FY 2022-23	2,544,917	500,818	3,045,736
FY 2023-24	2,490,810	251,846	2,742,656
FY 2024-25	2,644,476	241,054	2,885,529
FY 2025-26	2,681,674	131,383	2,813,057
FY 2026-27	2,282,771	84,337	2,367,108
Total	$27,867,953	$4,259,324	$32,127,187

Note: Variances are due to rounding

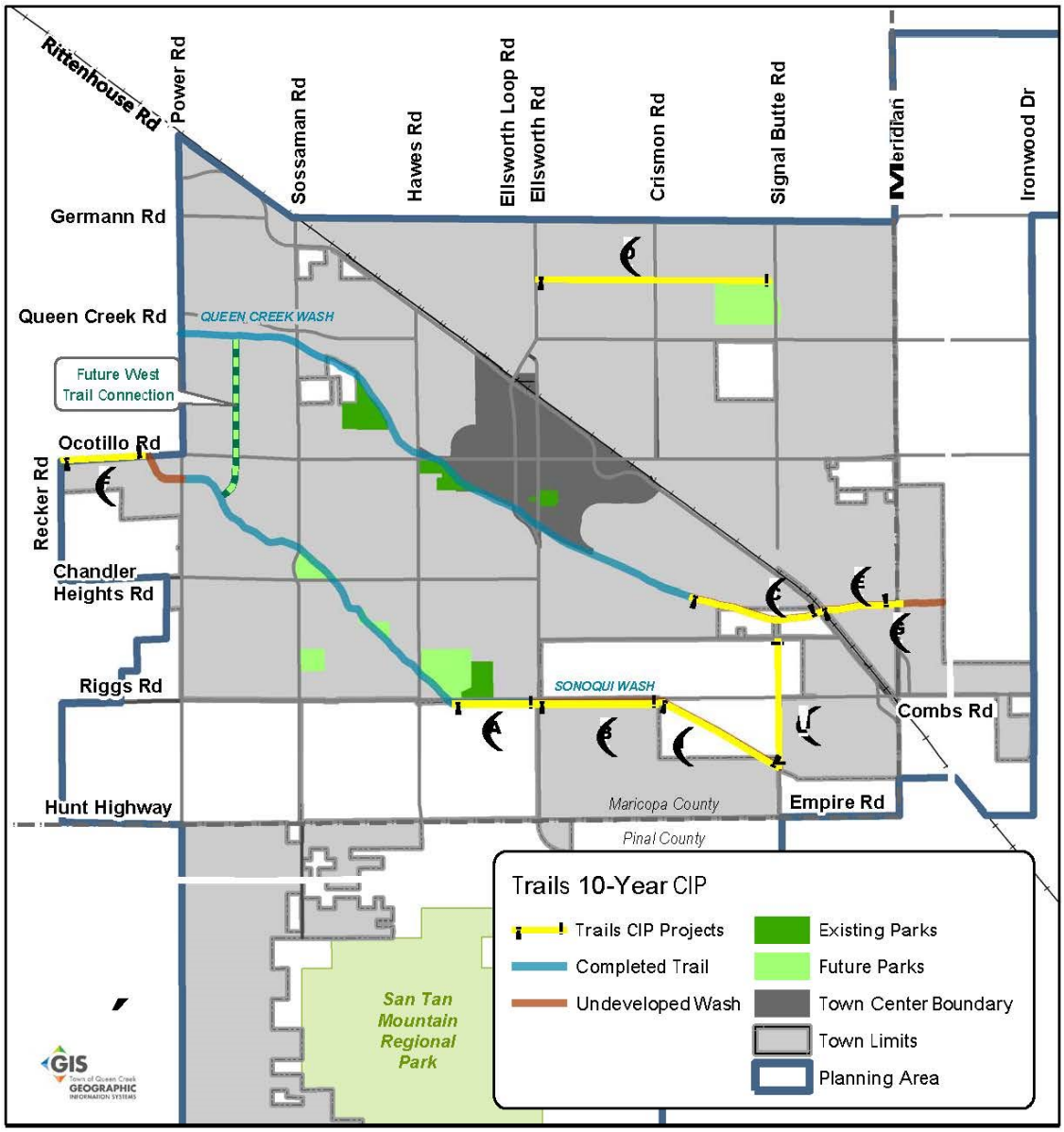
Section 8 - Parks Infrastructure Improvement Plan and Proposed Fee Calculation

8.1. Introduction

While an IIP can and often does include the adopted capital improvement plan (CIP), they are not necessarily one in the same. It is necessary to analyze all the projects that are part of the CIP to identify which components or what percentage of individual line items are related to new development (growth related) and that the analysis is consistent with the adopted master plan and the land use assumptions (LUA) development for the study. Only those projects or components of projects that have available capacity or add new capacity for future growth can be included in the calculation of the impact fee. Impact fee eligible parks and trails are identified in section 8.4.

8.2. Service Area

The Fee Statute requires the identification of the service area in which the impact fees will be assessed. As noted in Section 2.3, the Parks system is one Town-wide service area and is identified in Figure 8-1.



Trail Section	Location	Miles	FY
A - Sonoqui Wash	Riggs Rd channel Hawes to Ellsworth Rd	0.697611	18/19
B - Sonoqui Wash	Riggs Rd channel Ellsworth to Crismon Rd	1.025786	19/20
C- Queen Creek Wash	Crismon Rd to Rittenhouse Rd	1.118694	20/21
D - SRP Trail	Ellsworth to Signal Butte Rd	1.971401	21/22
E- Queen Creek Wash	Rittenhouse Rd to Town Limits	0.614584	22/23
F -Sonoqui Wash	Power Rd to Recker Rd	0.704079	23/24
G - Queen Creek Wash	Bike/Pedestrian Bridge at Meridian	0.091222	25/26
H - East Trail Connection	Cloud to Empire Rd	1.079451	
I - Sonoqui Wash	Crismon to Signal Butte Rd	1.146986	26/27

Figure 8-1 Queen Creek Parks Service Area

8.3. Existing Level of Service

To calculate the Parks fee, level of service was identified on an equivalent dwelling unit (EDU) basis. The Town currently has an inventory of 89 developed park acres and 13,265 EDUs, which equates to a current level of service 0.01 developed park acres per EDU (89/13,265). The Town currently has 59,136 linear feet of trails. Using the same number of current EDUs (13,265) results in a current level of service of 4.46 linear feet of trails per EDU (59,136/13,265).

8.4. Planned Improvements

Over the next ten years, the Town is anticipated to add 261 additional acres of developed parks at a cost of $50,646,493. In addition to the developed park acreage, the Town anticipates adding 46,448 linear feet of trails at a cost of $6,597,750 over the next ten years. The CIP is summarized in Table 8-1 below.

Table 8-1
Projected CIP through FY 2026-27

Project	Cost
Parks	
QC Sports Complex	$35,513,864
Sossaman Cloud Park	4,717,145
Desert Wells Park (Chandler Heights)	8,947,484
San Marquis	1,468,000
Subtotal Parks	$50,646,493
Trails	
Sonoqui Wash – Riggs Road Channel; Hawes to Ellsworth	$600,000
Sonoqui Wash – Riggs Road Channel; Ellsworth to Crimson	750,000
QC Wash – Crimson to Rittenhouse	675,000
SRP Utility Easement Trail; Ellsworth to Signal Butte	1,500,000
QC Wash; Rittenhouse to Town Limits	525,000
Sonoqui Wash; Power to Recker	825,000
QC Wash; Bike/Pedestrian Bridge at Meridian	45,750
Cloud to Empire Rd	809,250
Crimson to Signal Butte Rd	867,750
Subtotal Trails	$6,597,750
Total – Current Day Dollars	**$57,244,243**
Total – Inflated	**$63,646,010**

8.5. Outstanding Debt

The Town has outstanding debt of $4,794,581, related to land acquisitions that will serve new development during the study period. The portion of the debt that will benefit new development is included in the calculation of the impact fee.

8.6. Proposed Parks Impact Fee

This section of the report including all subsections will discuss the approach and calculations that were undertaken to identify the Parks impact fee for each development category. The Parks impact fee was calculated using the incremental expansion method.

8.6.1 Planned Improvements

As discussed in section 8.4, the Town has planned improvement costs of $63,646,010 (inflated).

8.6.2 Service Units

The total increase in service units during the ten-year study period was calculated using a functional population approach to determine EDUs. Under the functional population approach, the anticipated functional residential population was based on 3.49 persons per single family development and 2.51 multifamily persons per unit with an occupancy factor for both development types of 0.67 (based on industry accepted standards). The functional population for non-residential developments uses an assumed number of employees per 1,000 square feet working 8 hours per day. The employees per 1,000 square feet factor is specific to Queen Creek and was calculated by dividing the 2016 square footage of development (by development type) by the employees per development type as identified by the 2016 Maricopa County of Governments (MAG) socioeconomic projections employment data in conjunction with Elliott D Pollack & Company. Table 8-2 summarizes the functional population projection for the 10-year study period.

A single-family residential dwelling unit is assumed to represent one EDU. EDUs for all other development types was derived based on the ratio of functional population for each development type as compared to the functional population for a single-family development. For example, the functional population for single family developments is 2.34 persons per unit and the functional population for multifamily is 1.68 persons per unit, therefore a multifamily unit represents 0.719 EDUs (1.68/2.34). A summary of existing EDUs by development type is presented in table 8-3 and incremental EDUs in table 8-4.

Table 8-2
Functional Population

Development Type	(a) Persons per Household/Employees per 1,000 Square Feet	(b) Occupancy Factor/Functional Population per Unit [1]	(c) New Housing Units/Square Feet of Development	Functional Population [2]
Single Family	3.49	0.67	11,863	27,739
Multifamily	2.51	0.67	1,857	3,123
Commercial/Retail	1.63	0.54	925	503
Office	2.42	0.81	1,287	1,037
Industrial	2.45	0.81	502	410
Total				32,813

(1) Functional population per unit is derived by persons per house x occupancy factor or employees per 1,000 square feet x 8 hours per day / 24 hours in a day.
(2) Residential functional population is calculated by (a) x (b) x (c). Non-residential functional population is calculated by (b) x (c).
Note: Variances are due to rounding.

Table 8-3
Current Equivalent Dwelling Units

Development Type	(a) Functional Population per Unit	(b) EDUs per Unit	(c) 10-Year Development Units	Current EDUs [1]
Single Family	2.34	1.000	11,955	11,955
Multifamily	1.68	0.719	464	334
Commercial/Retail	0.5442	0.233	2,113	492
Office	0.8058	0.345	1,088	375
Industrial	0.8174	0.350	314	110
Total				13,265

(1) EDUs are calculated by (b) x (c).
Note: Variances are due to rounding.

Table 8-4
Incremental Equivalent Dwelling Units

Development Type	(a) Functional Population per Unit	(b) EDUs per Unit	(c) 10-Year Development Units	Ten-Year EDUs (1)
Single Family	2.34	1.000	11,863	11,863
Multifamily	1.68	0.719	1,857	1,336
Commercial/Retail	0.5442	0.233	925	215
Office	0.8058	0.345	1,287	443
Industrial	0.8174	0.350	502	175
Total				14,033

(1) EDUs are calculated by (b) x (c).
Note: Variances are due to rounding.

8.6.3 Proposed Parks Impact Fee

The maximum supportable proposed Parks impact fee that can be assessed to new development is a based on each development type's proportionate impact. As discussed in Section 8.3 the current level of service per EDUs is calculated at 0.01 developed park acres per EDU. At an estimated cost of $353,425 per acre of developed parks and 14,033 new EDUs over the next ten years (Table 8-4), the total cost of developed parks to be funded via impact fees is $33,274,963. The developed parks portion of the impact fee is calculated at $2,371 ($33,274,963/14,033). The current level of service for trails identified in Section 3.3 was 4.14 linear feet per EDU. Trails costs are estimated at $142 per linear foot. Over the next ten years the total cost of trails to be funded via impact fees is $6,597,750. The trails portion of the impact fee is calculated at $470 ($6,597,750/14,033). The final part of the fee is comprised of the growth portion of the outstanding debt and the study cost. The total debt component cost per EDU is $348.

The proposed Parks impact fees and a comparison to the Town's current fees are summarized in Table 8-5.

Table 8-5
Proposed Parks Impact Fees

Development Type	Developed Parks Component	Trails Component	Debt Component	Proposed Fee	Current Fee	Difference $	Difference %
			Per Dwelling Unit				
Single Family	$2,371	$470	$348	$3,189	$3,681	($492)	(13%)
Multifamily	1,705	338	250	2,293	2,710	(417)	(15%)
			Per 1,000 Square Feet				
Commercial/Retail	552	109	81	742	563	179	32%
Office	817	162	120	1,099	552	547	99%
Industrial	829	164	121	1,115	650	465	72%

Note: Variances are due to rounding.

The proposed fees identified in Table 8-5 represent the proposed fees necessary to fund new development or "growth's" proportionate share of the Parks system through FY 2026-27. A discussion of the forecasted revenues during the study period follows in Section 8.7.

The full proposed impact fee calculation can be found in Appendix M.

8.7. Estimation of Proposed Impact Fee Revenues

Had the Town adopted the proposed fees as of the beginning of FY 2017-18, it is anticipated that the Town would generate $44,749,394 based on the maximum preliminary Parks impact fees during the study period. The summarized projection of proposed Parks impact fee revenue by year can be found in Table 8-6.

Table 8-6
Proposed Parks Impact Fee Revenue Projections

Year	Residential	Nonresidential	Total
FY 2017-18	$3,636,158	$398,330	$4,034,488
FY 2018-19	4,214,622	525,754	4,740,375
FY 2019-20	4,862,099	558,543	5,240,642
FY 2020-21	5,020,156	179,177	5,199,333
FY 2021-22	5,279,372	147,252	5,426,624
FY 2022-23	3,841,646	302,878	4,144,524
FY 2023-24	3,762,472	217,068	3,979,540
FY 2024-25	3,990,913	200,347	4,191,260
FY 2025-26	4,043,964	90,300	4,134,265
FY 2026-27	3,437,650	40,692	3,478,343
Total	$42,089,053	$2,660,341	$44,749,394

Note: Variances are due to rounding

APPENDIX A

DEMOGRAPHIC DATA

Line No.	(1) Demographic Data	2 Estimated FY2017-18	3 Projected FY2018-19	4 FY2019-20	5 FY2020-21	6 FY2021-22	7 FY2022-23	8 FY2023-24	9 FY2024-25	10 FY2025-26	11 FY2026-27
1	Population	41,919	45,898	50,511	55,832	61,326	67,104	71,308	75,426	79,794	84,220
2	Percent Change		9.49%	10.05%	10.53%	9.84%	9.42%	6.26%	5.77%	5.79%	5.55%
3	Population per All Residential Units	41,919	45,898	50,511	55,832	61,326	67,104	71,308	75,426	79,794	84,220
						Incremental					
		FY2017-18	FY2018-19	FY2019-20	FY2020-21	FY2021-22	FY2022-23	FY2023-24	FY2024-25	FY2025-26	FY2026-27
	Total Housing Units										
4	Single Family	12,563	13,748	15,172	16,542	17,784	18,888	19,942	21,100	22,307	23,385
5	Multifamily	578	768	908	1,192	1,767	1,907	2,082	2,212	2,297	2,297
6	Total Residential	13,141	14,516	16,080	17,734	19,551	20,795	22,024	23,312	24,604	25,682
	Incremental Housing Units										
7	Single Family	1,041	1,185	1,424	1,370	1,242	1,104	1,054	1,158	1,207	1,078
8	Multifamily	138	190	140	284	575	140	175	130	85	0
9	Total Residential	1,179	1,375	1,564	1,654	1,817	1,244	1,229	1,288	1,292	1,078

DEMOGRAPHIC DATA

Line No.	(1) Demographic Data	2 Estimated FY2017-18	3 Projected FY2018-19	4 FY2019-20	5 FY2020-21	6 FY2021-22	7 FY2022-23	8 FY2023-24	9 FY2024-25	10 FY2025-26	11 FY2026-27
	Incremental Sq. Ft. (1,000's)										
1	Retail	197	307	134	41	35	111	25	25	25	25
2	Office	77	195	340	110	85	155	135	135	45	10
3	Industrial	150	75	77	25	25	45	45	30	20	10
4	**Total - Incremental Square Feet**	**424**	**577**	**551**	**176**	**145**	**311**	**205**	**190**	**90**	**45**

		FY2017-18	FY2018-19	FY2019-20	FY2020-21	FY2021-22	FY2022-23	FY2023-24	FY2024-25	FY2025-26	FY2026-27
	Total Sq. Ft.										
5	Retail	2,310	2,617	2,751	2,792	2,827	2,938	2,963	2,988	3,013	3,038
6	Office	1,165	1,360	1,700	1,810	1,895	2,050	2,185	2,320	2,365	2,375
7	Industrial	464	539	616	641	666	711	756	786	806	816
8	**Total - Square Feet**	**3,939**	**4,516**	**5,067**	**5,243**	**5,388**	**5,699**	**5,904**	**6,094**	**6,184**	**6,229**

SUMMARY - LAND USE DATA

Line No.	Category	(1) Current FY2017-18	(2) FY2017-18 Percent to Total	(3) Total Development FY2026-27	(4) FY2026-27 Development Percent to Total
	Dwelling Units				
1	Residential - Single Family	11,955	96.26%	23,385	91.06%
2	Residential - Multi-Family	464	3.74%	2,297	8.94%
3	**Total Dwelling Units**	**12,419**	**100.00%**	**25,682**	**100.00%**
	Square Feet (1,000's)				
1	Retail	2,113	60.11%	3,038	48.77%
2	Office	1,088	30.95%	2,375	38.13%
3	Industrial	314	8.93%	816	13.10%
3	**Total Non-Residential**	**3,515**	**100.00%**	**6,229**	**100.00%**

TOWN PROJECTIONS

	07/01/17	07/01/18	07/01/19	07/01/20	07/01/21	07/01/22	07/01/23	07/01/24	07/01/25	07/01/26	07/01/27
2015 Census persons per single family household	3.49										
Starting Population/NSF growth	34,614										
MF persons per household	2.51										
Population	41,919	45,898	50,511	55,832	61,326	67,104	71,308	75,426	79,794	84,220	87,982
NEW PERMITTED USES YEAR:	**FY18**	**FY19**	**FY20**	**FY21**	**FY22**	**FY23**	**FY24**	**FY25**	**FY26**	**FY27**	10 YR Total
Single Family Homes	1,041	1,185	1,424	1,370	1,242	1,104	1,054	1,158	1,207	1,078	11,863
Multi-Family Units (including senior living)	138	190	140	284	575	140	175	130	85	-	1,857
Retail square footage (1000 s.f., gross)	197	307	134	41	35	111	25	25	25	25	925
Office square footage (1000 s.f., gross)	77	195	340	110	85	155	135	135	45	10	1,287
Industrial square footage (1000 s.f.,gross)	150	75	77	25	25	45	45	30	20	10	502

APPENDIX B

LIBRARY - EXISTING DEBT

	2016 Refunding - 2007 Excise Tax			2016 Refunding - 2006A GADA			2016 Refunding - 2005B GADA		
	Principal	Interest	Total	Principal	Interest	Total	Principal	Interest	Total
FY 2018	$14,100	$12,998	$27,099	$74,650	$93,118	$167,768	$22,118	$17,059	$39,177
FY 2019	14,432	12,575	27,007	77,414	90,879	168,293	23,501	16,395	39,896
FY 2020	15,013	11,998	27,011	80,179	87,782	167,962	24,883	15,455	40,338
FY 2021	15,593	11,397	26,991	82,944	84,575	167,519	26,266	14,460	40,726
FY 2022	16,423	10,618	27,041	87,091	80,428	167,519	27,648	13,147	40,795
FY 2023	17,169	9,961	27,130	89,856	76,944	166,800	29,030	12,041	41,071
FY 2024	17,916	9,102	27,018	94,003	72,452	166,455	27,648	10,589	38,237
FY 2025	18,745	8,386	27,131	98,150	68,691	166,842	29,030	9,483	38,514
FY 2026	19,409	7,636	27,045	102,298	64,765	167,063	31,795	8,322	40,117
FY 2027	20,155	6,859	27,015	106,445	60,674	167,118	31,795	7,050	38,845
FY 2028	21,234	5,852	27,085	111,974	55,351	167,326	34,560	5,460	40,020
FY 2029	22,312	4,790	27,102	117,504	49,753	167,257	35,942	3,732	39,675
FY 2030	23,307	3,674	26,982	123,034	43,877	166,911	38,707	1,935	40,643
FY 2031	24,468	2,509	26,978	129,946	37,726	167,671	0	0	0
FY 2032	25,713	1,286	26,998	136,858	31,228	168,086	0	0	0
FY 2033	0	0	0	143,770	24,386	168,155	0	0	0
FY 2034	0	0	0	149,299	18,635	167,934	0	0	0
FY 2035	0	0	0	154,829	12,663	167,492	0	0	0
FY 2036	0	0	0	161,741	6,470	168,210	0	0	0

10-year debt	$270,487	$1,673,340	$397,716
Total 10-year debt	$2,341,543		

APPENDIX C

DEVELOPMENT OF FEES - BUY-IN

Line No	Description	
	New Development	
1	*CIP Cost - Library*	$0
2	*Cost of Debt - Existing*	2,341,543
3	*Less: Existing Fund Balance*	0
	Total Cost	2,341,543

ALLOCATION OF COSTS

Line No.	Description							
1	Projected Cost FY 2018 - FY 2027	$2,341,543						
2	**Residential EDUs**			Persons	Occupancy	Functional	10-Year Growth	
3	Single Family		New Housing Units	per Household	Factor	Population/Unit	EDU Factor	EDUs
4	Multi-Family	11,863	11,863	3.49	0.67	2.34	1.00	11,863
5	EDUs (FY 2018 - FY 2027)	1,336	1,857	2.51	0.67	1.68	0.72	1,336
		13,199						
			2016	2016		Functional		
6	**Non-Residential EDUs**		Employment	Current Square Feet	Employee/ksqft	Population/ksqft		
7	Retail	215	3,450	2,113	1.63	0.5442	0.23	215
8	Office	443	2,630	1,088	2.42	0.8058	0.34	443
9	Industrial	175	770	314	2.45	0.8174	0.35	175
10	Total EDUs	834						14,033
11	Total EDUs	14,033						
12	Residential Allocation	$2,202,339	94%					
13	Non-Residential Allocation	$139,204	6%					

FEE PER DEVELOPMENT TYPE

Line No.	Description	
	Cost per Unit	
1	Total Cost	$2,341,543
2	EDUs	14,033
3	Cost per EDU	$167
4	Single Family Fee (1 EDU per unit)	$167
5	Multi-Family Fee (0.72 EDU per unit)	$120
6	**Non-Residential Fees**	
7	Retail Fee per 1,000 Square Feet (0.23 EDU per 1,000 sq ft)	$39
8	Office Fee per 1,000 Square Feet (0.34 EDU per 1,000 sq ft)	$57
9	Industrial Fee per 1,000 Square Feet (0.35 EDU per 1,000 sq ft)	$58

FEE COMPARISON

Line No.	Description	Calculated Fee	Current Fees	Difference - $	Difference - %
	Residential Fees				
1	Single Family	$167	$723	($556)	-77%
2	Multi-Family	120	532	(412)	-77%
	Non-Residential Fees				
3	Retail (per 1,000 Square Feet)	$39	$111	($72)	-65%
4	Office (per 1,000 Square Feet)	57	109	(52)	-47%
5	Industrial (per 1,000 Square Feet)	58	128	(70)	-54%

APPENDIX D

TOWN FACILITIES - EXISTING DEBT

	2016 Refunding - 2007 Excise Tax Bond			2016 Refunding - 2004B GADA		
	Principal	Interest	Total	Principal	Interest	Total
FY 2018	$34,797	$32,161	$66,958	$135,608	$90,422	$226,029
FY 2019	35,616	31,117	66,733	140,725	86,354	227,079
FY 2020	37,049	29,692	66,741	143,283	80,725	224,008
FY 2021	38,482	28,211	66,693	150,959	74,994	225,953
FY 2022	40,529	30,845	71,373	158,635	67,446	226,081
FY 2023	42,371	24,665	67,036	166,311	60,460	226,771
FY 2024	44,213	22,547	66,760	173,987	52,477	226,464
FY 2025	46,260	20,778	67,038	181,663	45,723	227,386
FY 2026	47,898	18,928	66,825	186,780	41,322	228,102
FY 2027	49,740	17,012	66,752	197,015	28,913	225,927
FY 2028	52,401	14,525	66,926	204,691	21,237	225,927
FY 2029	55,062	16,155	71,217	214,925	10,746	225,671
FY 2030	57,518	9,152	66,670	0	0	0
FY 2031	60,384	6,276	66,659	0	0	0
FY 2032	63,454	3,257	66,711	0	0	0
	10-year debt		$672,910			$2,263,801
	Total 10-year debt		$2,936,711			

APPENDIX E

DEVELOPMENT OF FEES - Buy-In

Line No	Description	
	New Development	
1	*CIP Cost - Town Facilities*	$0
2	*Cost of Debt - Existing*	2,936,711
3	*Less: Existing Fund Balance*	(1,876,479)
	Total Cost	1,060,231

ALLOCATION OF COSTS

Line No.	Description								
1	Projected Cost FY 2018- FY 2027	$1,060,231							
2	**Residential EDUs**		New Housing Units	Persons per Household	Occupancy Factor	Functional Population/Unit	10-Year Growth EDU Factor	EDUs	
3	Single Family	11,863	11,863	3.49	0.67	2.34	1.00	11,863	
4	Multi-Family	1,336	1,857	2.51	0.67	1.68	0.72	1,336	
5	EDUs (FY 2018 - FY 2027)	13,199							
6	**Non-Residential EDUs**		2016 Employment	2016 Current Square Feet	Employee/Unit	Functional Population/Unit			
7	Retail	215	3,450	2,113	1.63	0.5442	0.23	215	
8	Office	443	2,630	1,088	2.42	0.8058	0.34	443	
9	Industrial	175	770	314	2.45	0.8174	0.35	175	
10	Total Nonresidential EDUs	834						14,033	
11	Total EDUs	14,033							
12	Residential Allocation	$997,201	94%						
13	Non-Residential Allocation	$63,031	6%						

FEE PER DEVELOPMENT TYPE

Line No.	Description	
	Cost per Unit	
1	Total Cost	$1,060,231
2	EDUs	14,033
3	Cost per EDU	$75.55
4	Single Family Fee (1 EDU per unit)	$75.55
5	Multi-Family Fee (0.72 EDU per unit)	$54.34
6	**Non-Residential Fees**	
7	Retail Fee per 1,000 Square Feet (0.23 EDU per 1,000 sq ft)	$17.59
8	Office Fee per 1,000 Square Feet (0.34 EDU per 1,000 sq ft)	$26.04
9	Industrial Fee per 1,000 Square Feet (0.35 EDU per 1,000 sq ft)	$26.41

FEE COMPARISON

Line No.	Description	Calculated Fee	Current Fees	Difference - $	Difference - %
	Residential Fees				
1	Single Family	$76	$470	($394)	-84%
2	Multi-Family	54	346	(292)	-84%
	Non-Residential Fees				
3	Retail (per 1,000 Square Feet)	$18	$292	($274)	-94%
4	Office (per 1,000 Square Feet)	26	286	(260)	-91%
5	Industrial (per 1,000 Square Feet)	26	338	(312)	-92%

APPENDIX F

POLICE/LAW ENFORCEMENT - IIP

DESCRIPTION	COST
Existing Facilities	
Public Safety Building	$7,756,942
Total Facilities [1]	$7,756,942
Additional Needs	
Patrol Beat (1 Sgt/5 Deputies 18/19 and 21/22 inflated)	$451,921
Detective (20/21 inflated)	87,195
Station 4 Office Area 18/19 and 19/20 22/23 inflated)	2,264,022
Study Cost	25,725
Total Additional Needs	$2,828,863
10-Years of Debt Service	$1,231,207
Total IIP	$11,817,012

(1) Existing vehicles are not included as there is no available capacity associated with the vehicles and they have been fully depreciated.

LAW ENFORCEMENT/POLICE - EXISTING DEBT

	Excise Tax Revenue Obligations, Series 2018 B2		
	Principal	Interest	Total
FY 2018			
FY 2019	$30,000	$72,257	$102,257
FY 2020	$65,000	$75,250	140,250
FY 2021	$70,000	$72,875	142,875
FY 2022	$70,000	$70,075	140,075
FY 2023	$75,000	$67,175	142,175
FY 2024	$75,000	$64,175	139,175
FY 2025	$80,000	$60,675	140,675
FY 2026	$85,000	$56,550	141,550
FY 2027	$90,000	$52,175	142,175
FY 2028	$95,000	$47,550	142,550
FY 2029	$100,000	$42,675	142,675
FY 2030	$100,000	$37,675	137,675
FY 2031	$105,000	$32,550	137,550
FY 2032	$115,000	$28,056	143,056
FY 2033	$115,000	$24,319	139,319
FY 2034	$120,000	$20,500	140,500
FY 2035	$125,000	$16,363	141,363
FY 2036	$130,000	$11,900	141,900
FY 2037	$135,000	$7,263	142,263
10-year debt			$1,231,207

APPENDIX G

DEVELOPMENT OF FEES - BUY IN

Line No	Description	
	Buy-In Existing Police/Law Enforcement	
1	Public Safety Building	$7,756,942
2	Existing Fund Balance	1,807,458
3	Total Police/Law Enforcement System	$9,564,400
4	Equivalent Dwelling Units (EDUs) being Served	14,942
5	Existing Cost per EDU	640
6	Total Cost per EDU	$640

ALLOCATION OF COSTS

Line No.	Description											
1	Existing EDUs	14,942										
2	**Residential Equivalent Dwelling Units**		New Housing Units	Persons per Household	Occupancy Factor	Functional Population/Unit					10-Year Growth EDU Factor	EDUs
3	Single Family	11,863	11,863	3.49	0.67	2.34					1.000	11,863
4	Multi-Family	1,336	1,857	2.51	0.67	1.68					0.719	1,336
5	Residential Dwelling Units	13,199										
6	**Non-Residential Equivalent Dwelling Units**		2016 Employment	2016 Current Square Feet	Employee per 1,000 sq ft	Trip Rate	Persons per Trip	Visitors per 1,000 sq ft	Functional Population/ksqft			
7	Retail	878	3,450	2,113	1.63	21.35	1.96	40.21	2.22		0.949	878
8	Office	623	2,630	1,088	2.42	5.52	1.86	7.84	1.13		0.484	623
9	Industrial	192	770	314	2.45	3.49	1.24	1.87	0.90		0.383	192
10	Total Nonresidential Equivalent Dwelling Units	1,694										14,892

FEE PER DEVELOPMENT TYPE

Line No.	Description	
1	Cost per EDU	$640
2	Single Family Fee (1.00 EDU per unit)	$640
3	Multi-Family Fee (0.729 EDU per unit)	$460
4	**Non-Residential Fees**	
5	Retail Fee per 1,000 Square Feet (0.89 EDUs per 1,000 sq ft)	$608
6	Office Fee per 1,000 Square Feet (0.31 EDUs per 1,000 sq ft)	$310
7	Industrial Fee per 1,000 Square Feet (0.13 EDUs per 1,000 sq ft)	$245

FEE COMPARISON

Line No.	Description	Calculated Fee	Current Fees	Difference - $	Difference - %
	Residential Fees				
1	Single Family	$640	$167	$473	283%
2	Multi-Family	460	123	337	274%
	Non-Residential Fees				
3	Retail (per 1,000 Square Feet)	$608	$229	$379	165%
4	Office (per 1,000 Square Feet)	310	90	220	244%
5	Industrial (per 1,000 Square Feet)	245	56	189	338%

APPENDIX H

IIP

DESCRIPTION	COST
Existing Facilities and Equipment	
Fire Station 1	$7,074,236
Fire Station 3	4,876,067
Total Apparatus and Equipment	4,354,595
Total Existing Assets	$16,304,898
Additional Needs	
Station 2 Perm Facility (inflated to 20/21)	$6,440,087
Fire Resource Center	3,400,000
Station 4	6,778,004
Station 5 Land	750,000
Station 5 (inflated to 22/23)	6,953,554
Ladder Truck	1,250,000
Station 4 Pumper	890,000
Station 5 Pumper	1,001,703
Study Cost	25,725
Total Additional Needs	27,489,073
10-Years of Debt Service	$4,308,876
Total IIP	$48,102,847

FIRE - EXISTING DEBT

	Excise Tax Revenue Obligations, Series 2018 B3		
	Principal	Interest	Total
FY 2018			
FY 2019	105,000	252,522	357,522
FY 2020	235,000	262,863	497,863
FY 2021	240,000	254,538	494,538
FY 2022	250,000	244,738	494,738
FY 2023	260,000	234,538	494,538
FY 2024	270,000	223,938	493,938
FY 2025	280,000	211,538	491,538
FY 2026	295,000	197,163	492,163
FY 2027	310,000	182,038	492,038
FY 2028	325,000	166,163	491,163
FY 2029	345,000	149,413	494,413
FY 2030	360,000	131,788	491,788
FY 2031	375,000	113,413	488,413
FY 2032	395,000	97,619	492,619
FY 2033	410,000	84,538	494,538
FY 2034	420,000	71,050	491,050
FY 2035	435,000	56,613	491,613
FY 2036	450,000	41,125	491,125
FY 2037	465,000	25,113	490,113
FY 2038	485,000	8,488	493,488
10-year debt			$4,308,876

APPENDIX I

QUEEN CREEK
PFLT IMPACT FEES STUDY
FIRE
DEVELOPMENT OF FEES - BUY IN

Line No	Description	
	Buy In - Existing Fire Facilities	
1	Fire Assets Stations and Equipment	$16,304,898
2	Existing Fund Balance	1,251,304
3	Total Value of Existing Fire System	17,556,201
4	Equivalent Dwelling Units (EDUs) Being Served	17,132
5	Existing Cost per EDU	1,025
6	Total Cost per EDU	$1,025

ALLOCATION OF COSTS

Line No.	Description											
1	Existing EDUs	14,942										
	Incremental EDUs		New Housing	Persons per	Occupancy	Functional					10-Year Growth	
2	**Residential Equivalent Dwelling Units**		Units	Household	Factor	Population/Unit					EDU Factor	EDUs
3	Single Family	11,863	11,863	3.49	0.67	2.34					1.000	11,863
4	Multi-Family	1,336	1,857	2.51	0.67	1.68					0.719	1,336
5	Residential Dwelling Units	13,199										
			2016	2016	Employee per	Trip	Persons per	Visitors per	Functional			
6	**Non-Residential Functional Population**		Employment	Current Square Feet	1,000 sq ft	Rate	Trip	1,000 sq ft	Population/ksqft			
7	Retail	878	3,450	2,113	1.63	21.35	1.96	40.21	2.22		0.949	878
8	Office	623	2,630	1,088	2.42	5.52	1.86	7.84	1.13		0.484	623
9	Industrial	192	770	314	2.45	3.49	1.24	1.87	0.90		0.383	192
10	Total Nonresidential Functional Population	1,694										14,892
11	Total Equivalent Dwelling Units	29,834										

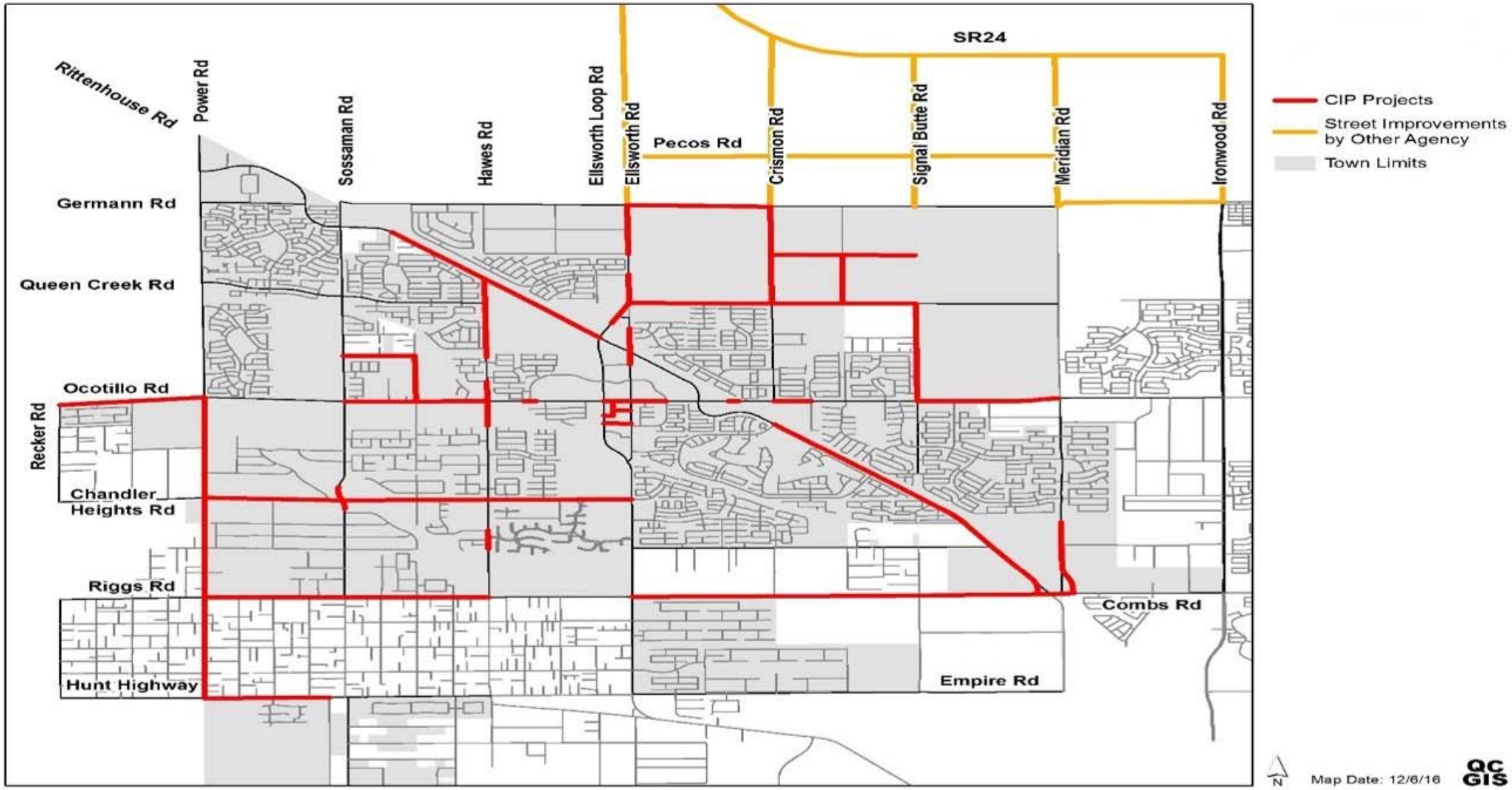
FEE PER DEVELOPMENT TYPE

Line No.	Description	
1	Cost per EDU	$1,175
2	Single Family Fee (1.00 EDU per unit)	$1,175
3	Multi-Family Fee (0.72 persons per unit)	$845
4	**Non-Residential Fees**	
5	Retail Fee per 1,000 Square Feet (0.89 EDUs per 1,000 sq ft)	$1,115
6	Office Fee per 1,000 Square Feet (0.31 EDUs per 1,000 sq ft)	$569
7	Industrial Fee per 1,000 Square Feet (0.13 EDUs per 1,000 sq ft)	$450

FEE COMPARISON

Line No.	Description	Calculated Fee	Current Fees	Difference - $	Difference - %
	Residential Fees				
1	Single Family	$1,175	$490	$685	140%
2	Multi-Family	845	361	484	134%
	Non-Residential Fees				
3	Retail (per 1,000 Square Feet)	$1,115	$290	$825	285%
4	Office (per 1,000 Square Feet)	569	285	284	100%
5	Industrial (per 1,000 Square Feet)	450	335	115	34%

APPENDIX J


SR24
Rittenhouse Rd
Power Rd
Sossaman Rd
Hawes Rd
Ellsworth Loop Rd
Ellsworth Rd
Pecos Rd
Crismon Rd
Signal Butte Rd
Meridian Rd
Ironwood Rd
Germann Rd
Queen Creek Rd
Ocotillo Rd
Recker Rd
Chandler Heights Rd
Riggs Rd
Hunt Highway
Combs Rd
Empire Rd
CIP Projects
Street Improvements by Other Agency
Town Limits
N
Map Date: 12/6/16
QC GIS

CAPITAL IMPROVEMENT PROGRAM

Line No.	Description	*Inflated Dollars* FY2017-18 2018	FY2018-19 2019	FY2019-20 2020	FY2020-21 2021	FY2021-22 2022	FY2022-23 2023	FY2023-24 2024	FY2024-25 2025	FY2025-26 2026	FY2026-27 2027	Total 2018-2027
1	A0107 Ocotillo Power to Recker	$787,129	$0	$0	$0	$0	$0	$0	$0	$0	$0	$787,129
2	A0114 Ocotillo RR to 218th	2,983,485	0	0	0	0	0	0	0	0	0	2,983,485
3	A0206 Ellsworth Ryan to Germann	3,947,349	0	0	0	0	0	0	0	0	0	3,947,349
4	I0010 Ellsworth @ Queen Creek Rd Alignment	2,775,000	1,775,000	0	0	0	0	0	0	0	0	4,550,000
5	A1403 Power Road -Ocotillo to Brooks Farms	1,160,040	3,664,960	0	0	0	0	0	0	0	0	4,825,000
6	A1404 Power Road - Brooks Farms to Chandler Hgts	0	0	1,000,000	3,100,000	0	0	0	0	0	0	4,100,000
7	A1405 Power Road- Chandler Heights to Riggs	0	0	0	0	0	600,000	2,772,685	2,825,000	0	0	6,197,685
8	A1406 Power Road - Riggs to Hunt	0	0	0	0	250,000	(2,500,000)	3,125,000	3,125,000	0	0	4,000,000
9	A0510 Riggs Ells to Meridian	2,762,500	6,500,000	4,880,000	0	0	0	0	0	0	0	14,142,500
10	Rittenhouse Road	0	575,000	4,525,000	3,900,000	0	0	0	0	0	0	9,000,000
11	Meridian Road	0	0	0	0	0	0	600,000	3,950,000	2,450,000	0	7,000,000
12	Ocotillo Road	0	0	550,000	3,575,000	2,875,000	0	0	0	0	0	7,000,000
13	Signal Butte I	0	0	0	0	0	0	0	450,000	2,425,000	2,125,000	5,000,000
14	Hawes Road	0	0	0	0	375,000	1,402,099	0	0	0	0	1,777,099
15	TC Street-Duncan to Ocotillo	0	250,000	675,000	0	0	0	0	0	0	0	925,000
16	Duncan Street	0	750,000	0	0	0	0	0	0	0	0	750,000
17	Aldecoa	0	825,000	0	0	0	0	0	0	0	0	825,000
18	Germann-Ellsworth to Crismon	0	0	737,500	2,029,167	0	0	0	0	0	0	2,766,667
19	Hunt Hwy-Power to Sossaman	0	0	0	0	650,000	3,125,000	(250,000)	0	0	0	3,525,000
20	Hawes-Creekview	0	214,906	0	0	0	0	0	0	0	0	214,906
21	Ocotillo Road II	0	0	0	0	0	0	550,000	3,125,000	2,825,000	0	6,500,000
22	A1002 - QC Ellsworth to SigButte	0	1,076,673	1,075,000	4,000,000	3,700,000	0	0	0	0	0	9,851,673
23	220th (Merrill)	0	0	0	0	0	0	0	0	0	0	0
24	Crismon Rd - QC to Germann	1,692,000	0	0	0	0	0	0	0	0	0	1,692,000
25	Ryan Rd - Crismon to SigButte	0	0	0	0	300,000	1,975,000	0	0	0	0	2,275,000
26	Chandler Hts-Power to Sossman	0	0	850,000	6,550,000	0	0	0	0	0	0	7,400,000
27	Chandler Hts-Sossaman to Hawes	0	0	0	850,000	6,550,000	0	0	0	0	0	7,400,000
28	Chandler Hts - Hawes to Ellsworth	0	0	0	0	400,000	2,550,000	0	0	0	0	2,950,000
29	196th - Ocotillo to Appleby 2	0	2,450,000	0	0	0	0	0	0	0	0	2,450,000
30	A0520 Riggs - Hawes to Power	1,270,000	0	0	0	0	0	0	0	0	0	1,270,000
31	Ellsworth - Rittenhouse to UPRR-N	0	400,000	775,000	0	0	0	0	0	0	0	1,175,000
32	Appleby 2 - Sossaman to 196th	0	2,300,000	0	0	0	0	0	0	0	0	2,300,000
33	I0061Ocotillo @ Victoria Signal	125,000	0	0	0	0	0	0	0	0	0	125,000
34	Traffic Signal Ocotillo & Scottland Ct	0	300,000	0	0	0	0	0	0	0	0	300,000
35	Traffic Signal Riggs & Hawes	300,000	0	0	0	0	0	0	0	0	0	300,000
36	Traffic Signal Ellsworth at Via de Palmas	300,000	0	0	0	0	0	0	0	0	0	300,000
37	Project Management Costs	400,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000	4,000,000
38	Impact Fee Study	0	0	0	0	105,000	0	0	0	105,000	0	210,000
39	**Total CIP**	**$18,502,503**	**$21,481,539**	**$15,467,500**	**$24,404,167**	**$15,605,000**	**$7,552,099**	**$7,197,685**	**$13,875,000**	**$8,205,000**	**$2,525,000**	**$134,815,493**
40	**Total with Inflation Allowance of 2.56%**	**$18,502,503**	**$22,032,007**	**$16,270,371**	**$26,328,736**	**$17,267,062**	**$8,570,596**	**$8,377,701**	**$16,563,560**	**$10,045,879**	**$3,170,731**	**$147,129,148**

New Lane Miles	84.15

Capacity	
Existing	1,038,375
New	1,010,157
Total	2,048,532

QUEEN CREEK
TRANSPORTATION IMPACT FEES STUDY
TRANSPORTATION
DEVELOPMENT OF TRIP FACTORS - EXISTING DEBT

Year	FY 2018-19 Issuance		
	Principal	Interest	Total
2018	$0	$0	$0
2019	75,000	396,755	471,755
2020	170,000	416,838	586,838
2021	175,000	410,788	585,788
2022	180,000	403,688	583,688
2023	185,000	396,388	581,388
2024	195,000	388,788	583,788
2025	205,000	379,763	584,763
2026	215,000	369,263	584,263
2027	225,000	358,263	583,263
2028	235,000	346,763	581,763
2029	245,000	334,763	579,763
2030	260,000	322,138	582,138
2031	270,000	308,888	578,888
2032	285,000	297,506	582,506
2033	295,000	288,081	583,081
2034	305,000	278,331	583,331
2035	315,000	267,863	582,863
2036	325,000	256,663	581,663
2037	335,000	245,113	580,113
2038	350,000	233,125	583,125
2039	360,000	218,000	578,000
2040	380,000	199,500	579,500
2041	400,000	180,000	580,000
2042	415,000	159,625	574,625
2043	440,000	138,250	578,250
2044	460,000	115,750	575,750
2045	485,000	92,125	577,125
2046	505,000	67,375	572,375
2047	535,000	41,375	576,375
2048	560,000	14,000	574,000
10-Year Debt	$3,520,534		

Year		Construction Tax Offset
	2017	$1,189,926
	2018	1,893,124
	2019	2,901,626
	2020	3,482,414
	2021	2,672,882
	2022	1,880,399
	2023	2,031,886
	2024	1,366,284
	2025	3,187,144
	2026	3,322,332
Total		($23,928,017)

Project Name: Ocotillo Road : Power to Recker Project #: A0107

Project Description: New roadway for 1st eastern half-mile. North half of street improvements for second western half-mile. Half-street improvements from Power Road west across the Sonoqui Wash connecting to half-street improvements installed by Dorado Estates. Roadway necessary for direct access to new subdivision. Includes box culvert over Sonoqui Wash, relocation of Queen Creek irrigation and undergrounding of 12Kv utilities; new traffic signal at Power & Ocotillo (MCDOT will pay 1/4 of the traffic signal)

Other Information: Includes Sossaman Estates - 1/4 Share Traffic Signal - Safeway Center - Ocotillo & Power

Financial Information:

CIL - $40k Rec'd on 6/14/06 from Sossaman Estates for signal;
Gilbert will pay 1/2 of all remaining costs with the exception of the SRP undergrounding (which should be covered by SRP aesthetic funds and not included in amounts below).

SEE APPENDIX J ADDENDUM DATED JUNE 2021 FOR UPDATED PROJECT AMOUNTS

Growth Share	100%													
Expenses:	Total	Prior Yrs	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026
Land/ROW	-													
Design	614,937	244,645	241,448	64,235	64,609									
Construction	3,250,154		-	2,285,847	964,307									
Other	30,716	4,636	(2,819)	27,842	1,057									
Total Expenses	3,895,807	249,281	238,629	2,377,924	1,029,973	-	-	-	-	-	-	-	-	-
Expenses Net of Developer Contribution/	787,129	249,281	238,629	69,246	229,973	-	-	-	-	-	-	-	-	-
Growth Share by Year	787,129	249,281	238,629	69,246	229,973	-	-	-	-	-	-	-	-	-

Funding Sources:	Total	Prior Yrs	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026
Transportation Development Fees	-													
Construction Sales Tax	-													
Developer Contribution	2,308,678			2,308,678										
General Fund	-													
Gilbert	750,000				750,000									
MCDOT	50,000				50,000									
Grant	-													
Total Sources	3,108,678	-	-	2,308,678	800,000	-	-	-	-		-	-	-	

Project Name:	Ocotillo Rd West of Railroad to 218th	Project #:	A0114
Project Description:	Design and construction of south half-street improvements from one lane to 3 lanes of Ocotillo Road just west of Crismon Road to just east of 218th Street. Sidewalk on south side		
Other Information	CIL includes 1) Striping/Median Improvements for Ocotillo & Signal Butte Rds - Ocotillo Heights LLC. 2) 1/2 median improvements on Ocotillo Rd adjacent to Nauvoo Station - VIP Homes		
Financial Information:	CIL - $87,983.30 Rec'd on 3/12/08 from Capital Pacific AZ & $21,229.80 Rec'd on 9/22/06 from VIP Construction		

Growth Share	19%													
Expenses:	Total	Prior Yrs	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026
Land/ROW	262,143	-	-	262,183	(40)									
Design	282,310	-	87,834	175,134	19,342									
Construction	2,483,371	-		242,488	2,240,883									
Other	64,874	-	688	46,676	17,510									
Total Expenses	3,092,698	-	88,522	726,481	2,277,695	-	-	-	-	-	-	-	-	-
Expenses Net of Developer Contribution/(	2,983,485	-	88,522	617,268	2,277,695		-	-	-	-	-	-	-	-
Growth Share by Year	559,403	-	16,598	115,738	427,068	-	-	-	-	-	-	-	-	-

Funding Sources:	Total	Prior Yrs	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026
Transportation Development Fees	-													
Construction Sales Tax	-													
Developer Contribution (A0109)	109,213			109,213										
General Fund	-													
Grant	-													
Other Agency Contribution	-													
Other Source	-													
Total Sources	109,213	-	-	109,213	-	-	-	-	-	-	-	-	-	-

Project Name: Ellsworth Rd: Ryan to Germann Project #: A0206

Project Description: Half-mile half-street improvements from 2 lanes to 4 lanes on the west side of Ellsworth Road from Ryan to Germann Roads. The project will include a center turn lane, a sidewalk on the west side, landscaping and relocation of Mini Farms Irrigation District transformers.

Other Information: Developer Contribution received from Desert Horizon Nursery (originally coded to A0201) $27,000

Financial Information:

Growth Share	44%													
Expenses:	Total	Prior Yrs	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026
Land/ROW	269,798	-	360	194,788	74,650									
Design	333,246	-	142,327	149,171	41,748									
Construction	3,268,602	-	4,733	3,263,869	-									
Other	102,703	-	10,230	92,473										
Total Expenses	3,974,349	-	157,650	3,700,301	116,398	-	-	-	-	-	-	-	-	-
Expenses Net of Developer Contribution/(	3,947,349	-	157,650	3,673,301	116,398	-	-	-	-	-	-	-	-	-
Growth Share by Year	1,748,112	-	69,816	1,626,748	51,548		-	-	-	-	-	-	-	-
Funding Sources:	Total	Prior Yrs	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026
Transportation Development Fees	-													
Construction Sales Tax	-													
Developer Contribution	27,000			27,000										
General Fund	-													
Grant	-													
Other Agency Contribution	-													
Other Source	-													
Total Sources	27,000	-	-	27,000	-	-	-		-	-	-	-	-	-

Project Name: Ellsworth @ Queen Creek Alignment Project #: I0010

Project Description: Shifting Ellsworth Road/Queen Creek Rd intersection 85' to the northwest to eliminate the compound curve, improvements to Ellsworth Rd from Barnes Pkwy to the suntan Historical Society, and improvements to Queen Creek Road from Ellsworth to Queen Creek High School's eastern entrance. Project will include landscaping, sidewalks and utility relocations as well as realignment of Duncan Street. This will include a traffic circle at the end of Ellsworth Rd.

Other Information: Traffic Signal Cost Share: 1) Queen Creek Fiesta - Ellsworth/Maya - Derito Partners, 2) Queen Creek Crossroads - 1/2 Maya & Ellsworth Rds. - Spectrum Construction

Financial Information:

Growth Share	10%													
Expenses:	Total	Prior Yrs	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026
Land/ROW	360			360										
Design	744,450		200,608	236,677	57,165	250,000								
Construction	4,521,975			271,114	2,750,861	1,500,000								
Other/Public Outreach	38,215			4,637	8,578	25,000								
Total Expenses	5,305,000	-	200,608	512,788	2,816,604	1,775,000	-	-	-	-	-	-	-	-
Expenses Net of Developer Contribution/(	4,550,000	-	200,608	512,788	2,061,604	1,775,000	-	-	-	-	-	-	-	-
Growth Share by Year	455,000	-	20,061	51,279	206,160	177,500	-	-	-	-	-	-	-	-
Funding Sources:	Total	Prior Yrs	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026
Transportation Development Fees	-		-											
Construction Sales Tax	-													
Developer Contribution	755,000				755,000									
General Fund	-													
Grant	-													
Other Agency Contribution	-													
Other Source	-													
Total Sources	755,000	-	-	-	755,000	-	-	-		-	-	-	-	-

Project Name:	Power Road: Ocotillo to Just South of Brooks Farms Rd	Project #:	A1403	Power - Ocotillo to just south of Brooks Farms
			A1404	Power -Brooks Farms to Chandler Heights

Project Description: First phase of Power Road widening in partnership with MCDOT; project is for 1.0 mile of road widening from 2 lanes to 5 lanes with sidewalks and landscaping. Includes box culvert of Queen Creek Wash, 12kV utility undergrounding and major intersection improvements at Chandler Heights & Power.

Other Information

Financial Information:

Growth Share	48%													
Expenses:	Total	Prior Yrs	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026
Land/ROW	300,000				300,000									
Design	450,000				450,000									
Construction	4,000,000				410,040	3,589,960								
Other	75,000					75,000								
Total Expenses	4,825,000	-	-	-	1,160,040	3,664,960	-	-	-	-	-	-	-	-
Expenses Net of Developer Contribution/(	4,825,000	-	-	-	1,160,040	3,664,960	-	-	-	-	-	-	-	-
Growth Share by Year	2,329,310	-	-	-	560,019	1,769,291	-	-	-	-	-	-	-	-
Funding Sources:	Total	Prior Yrs	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026
Transportation Development Fees	-													
Construction Sales Tax	-													
Developer Contribution	-													
General Fund	-													
Grant	-													
Other Agency Contribution	-													
Other Source	-													
Total Sources	-	-	-	-	-	-	-	-	-	-	-	-	-	-

Project Name: Power Road: Brooks Farms Rd to Chandler Heights

Project #: A1403 Power - Chandler Heights to just south of Brooks Farms
A1404 Power -Brooks Farms to Chandler Heights

Project Description: Second phase of Power Road widening 1/2 mile from Brooks Farm to Chandler Heights. Includes widening from 2 lanes to 5 lanes with sidewalks and landscaping, irrigation and utility relocation.

Other Information

Financial Information:

Growth Share	48%													
Expenses:	Total	Prior Yrs	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026
Land/ROW	600,000						600,000							
Design	300,000						300,000							
Construction	3,000,000							3,000,000						
Other	200,000						100,000	100,000						
Total Expenses	4,100,000	-	-	-	-	-	1,000,000	3,100,000	-	-	-	-	-	-
Expenses Net of Developer Contribution/(	4,100,000	-	-	-	-		1,000,000	3,100,000	-	-	-	-	-	-
Growth Share by Year	1,979,310	-	-	-	-	-	482,759	1,496,552	-	-	-	-	-	-
Funding Sources:	Total	Prior Yrs	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026
Transportation Development Fees	-													
Construction Sales Tax	-													
Developer Contribution	-													
General Fund	-													
Grant	-													
Other Agency Contribution	-													
Other Source	-													
Total Sources	-	-	-	-	-	-	-	-	-	-	-	-	-	-

Project Name: Power Road: Chandler Heights to Riggs Project #: A1405

Project Description: Power Road widening from Chandler Heights to Riggs Road to include scalloped street - to 5 lanes , sidewalk, landscaping and drainage improvements.

Other Information

Financial Information:
Developer Contributions received from Basha's center for median improvements :
CIL - $15,785 Rec'd on 7/24/07 from Golden State Business Bank
Developer Contributions for roadway work :
CIL - $363,775 RockPoint Church

SEE APPENDIX J ADDENDUM DATED JUNE 2021 FOR UPDATED PROJECT AMOUNTS

Growth Share	48%													
Expenses:	Total	Prior Yrs	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026
Land/ROW	400,000										400,000			
Design	570,000									570,000				
Construction	5,500,000										2,750,000	2,750,000		
Other	180,000									30,000	75,000	75,000		
Total Expenses	6,650,000	-	-	-	-	-	-	-	-	600,000	3,225,000	2,825,000	-	-
Expenses Net of Developer Contribution/(	6,197,685	-	-	-	-	-	-	-	-	600,000	2,772,685	2,825,000	-	-
Growth Share by Year	2,991,986	-	-	-	-	-	-	-	-	289,655	1,338,538	1,363,793	-	-

Funding Sources:	Total	Prior Yrs	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026
Transportation Development Fees	-													
Construction Sales Tax	-													
Developer Contribution	452,315										452,315			
General Fund	-													
Grant	-													
Other Agency Contribution	-													
Other Source	-													
Total Sources	452,315	-	-	-	-	-	-	-	-	-	452,315	-	-	-

Project Name: Power Road: Riggs to Hunt Hwy Project #: A1406

Project Description: Power Road widening from Riggs to Hunt Hwy. Project will include widening from 2 lanes to 5 lanes, , sidewalk, landscaping and drainage improvements.

Other Information: MCDOT Road Project suggested split 50% MCDOT 50% Queen Creek. MCDOT will be project lead on this phase. Funds listed below are Queen Creeks share only.

Financial Information: McDOT will be project lead - budget reflects QC amounts only

Growth Share	48%													
Expenses:	Total	Prior Yrs	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026
Land/ROW	1,500,000									1,500,000				
Design	500,000								250,000	250,000				
Construction	6,000,000										3,000,000	3,000,000		
Other	250,000										125,000	125,000		
Total Expenses	8,250,000	-	-	-	-	-	-	-	250,000	1,750,000	3,125,000	3,125,000	-	-
Expenses Net of Developer Contribution/(	4,000,000	-	-	-	-	-	-	-	250,000	(2,500,000)	3,125,000	3,125,000	-	-
Growth Share by Year	1,931,034	-	-	-	-	-	-	-	120,690	(1,206,897)	1,508,621	1,508,621	-	-
Funding Sources:	Total	Prior Yrs	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026
Transportation Development Fees	-													
Construction Sales Tax	-													
Developer Contribution	-													
General Fund	-													
Grant	-													
Other Agency Contribution	4,250,000									4,250,000				
Other Source	-													
Total Sources	4,250,000	-	-	-	-	-	-	-	-	4,250,000	-	-	-	-

SEE APPENDIX J ADDENDUM DATED JUNE 2021 FOR UPDATED PROJECT AMOUNTS

Project Name: Riggs Road: Ellsworth to Meridian Project #: A0510

Project Description:
In partnership with MCDOT
New 3 lane roadway (1 lane in each direction with a center turn lane) from Ellsworth to Meridian; realignment of Rittenhouse Rd 650' to the west because of proximity to RRX; ultimate improvements over UPRR (to accommodate future

Other Information
MCDOT lead on Riggs from Ellsworth to Crismon. TOQC lead on Riggs from Crismon to Meridian.
Share with MCDOT will be 1/3 MCDOT; 2/3 TOQC
IGA signed June 2016 for Phase I - County Responsible

Financial Information:

Growth Share	72%				CF from FY16									
Expenses:	Total	Prior Yrs	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026
Land/ROW	4,320,000				510,000	3,810,000								
Design	-													
Construction	14,150,000				1,975,000	5,945,000	6,230,000							
Other	877,500				277,500	300,000	300,000							
Total Expenses	19,347,500	-	-	-	2,762,500	10,055,000	6,530,000	-	-	-	-	-	-	-
Expenses Net of Developer Contribution/(	14,142,500	-	-	-	2,762,500	6,500,000	4,880,000	-	-	-	-	-	-	-
Growth Share by Year	10,182,600	-	-	-	1,989,000	4,680,000	3,513,600	-	-	-	-	-	-	-
Funding Sources:	Total	Prior Yrs	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026
Transportation Development Fees	-													
Construction Sales Tax	-													
Developer Contribution	-													
General Fund	-													
Grant	-													
Other Agency Contribution - MCDOT	5,205,000					3,555,000	1,650,000							
Other Source	-													
Total Sources	5,205,000	-	-	-	-	3,555,000	1,650,000	-	-	-	-	-	-	-

SEE APPENDIX J ADDENDUM DATED JUNE 2021 FOR UPDATED PROJECT AMOUNTS

Project Name: Rittenhouse Rd Village Loop North to Alliance Lumber Project #:

Project Description: 2.35 miles Road widening from 2 to 5 lanes including replacement of bridge over Queen Creek Wash and include sidewalk, landscaping, and utility relocations

Other Information

Financial Information:

Growth Share	48%													
Expenses:	Total	Prior Yrs	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026
Land/ROW	625,000						625,000							
Design	525,000					525,000								
Construction	7,500,000						3,750,000	3,750,000						
Other	350,000					50,000	150,000	150,000						
Total Expenses	9,000,000	-	-	-	-	575,000	4,525,000	3,900,000	-	-	-	-	-	-
Expenses Net of Developer Contribution/	9,000,000	-	-	-	-	575,000	4,525,000	3,900,000	-	-	-	-	-	-
Growth Share by Year	4,344,828	-	-	-	-	277,586	2,184,483	1,882,759	-	-	-	-	-	-

Funding Sources:	Total	Prior Yrs	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026
Transportation Development Fees	-													
Construction Sales Tax	-													
Developer Contribution	-													
General Fund	-													
Grant	-													
Other Agency Contribution	-													
Other Source	-													
Total Sources	-	-	-	-	-	-	-	-	-	-	-	-	-	-

SEE APPENDIX J ADDENDUM DATED JUNE 2021 FOR UPDATED PROJECT AMOUNTS

Project Name: Meridian Road: Combs to Queen Creek Wash Project #:

Project Description: New 5 lane roadway - construct new roadway for northern half mile from QC Wash, south half will be increasing from 2 lanes to 5 lanes.
Includes sidewalk on both sides and landscaping and box culvert over the Queen Creek Wash.

Other Information

Financial Information:

Growth Share	48%													
Expenses:	Total	Prior Yrs	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026
Land/ROW	1,500,000											1,500,000		
Design	500,000										500,000			
Construction	4,500,000											2,250,000	2,250,000	
Other	500,000										100,000	200,000	200,000	
Total Expenses	7,000,000	-	-	-	-	-	-	-	-	-	600,000	3,950,000	2,450,000	-
Expenses Net of Developer Contribution/(	7,000,000	-	-	-	-	-	-	-	-	-	600,000	3,950,000	2,450,000	-
Growth Share by Year	3,379,310	-	-	-	-	-	-	-	-	-	289,655	1,906,897	1,182,759	-
Funding Sources:	Total	Prior Yrs	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026
Transportation Development Fees	-													
Construction Sales Tax	-													
Developer Contribution	-													
General Fund	-													
Grant	-													
Other Agency Contribution	-													
Other Source	-													
Total Sources	-	-	-	-	-	-	-	-	-	-	-	-	-	-

SEE APPENDIX J ADDENDUM DATED JUNE 2021 FOR UPDATED PROJECT AMOUNTS

Project Name: Ocotillo Road: Signal Butte to Meridian Project #:

Project Description:
Roadway Widening
1.0 mile of road widening from 2 lanes to 5 lanes along scalloped street, including sidewalks, landscaping and 12kV utility undergrounding.

Other Information

Financial Information:

Growth Share	48%													
Expenses:	Total	Prior Yrs	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026
Land/ROW	700,000							700,000						
Design	500,000						500,000							
Construction	5,500,000							2,750,000	2,750,000					
Other	300,000						50,000	125,000	125,000					
Total Expenses	7,000,000	-	-	-		-	550,000	3,575,000	2,875,000	-	-	-	-	-
Expenses Net of Developer Contribution/	7,000,000	-	-	-	-	-	550,000	3,575,000	2,875,000	-	-	-	-	-
Growth Share by Year	3,379,310	-	-	-	-		265,517	1,725,862	1,387,931	-	-	-	-	-
Funding Sources:	Total	Prior Yrs	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026
Transportation Development Fees	-													
Construction Sales Tax	-													
Developer Contribution	-													
General Fund	-													
Grant	-													
Other Agency Contribution	-													
Other Source	-													
Total Sources	-	-	-	-	-	-	-	-	-	-	-	-	-	-

SEE APPENDIX J ADDENDUM DATED JUNE 2021 FOR UPDATED PROJECT AMOUNTS

Project Name: Signal Butte: Ocotillo to Queen Creek Project #:

Project Description: Roadway widening from 2 to 5 lanes including sidewalk and landscaping.

Other Information

Financial Information:

Growth Share	48%													
Expenses:	Total	Prior Yrs	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026
Land/ROW	300,000												300,000	
Design	400,000											400,000		
Construction	4,000,000												2,000,000	2,000,000
Other	300,000											50,000	125,000	125,000
Total Expenses	5,000,000	-	-	-	-	-	-	-	-	-	-	450,000	2,425,000	2,125,000
Expenses Net of Developer Contribution/(	5,000,000	-	-	-	-	-	-	-	-	-	-	450,000	2,425,000	2,125,000
Growth Share by Year	2,413,793	-	-	-	-	-	-	-	-	-	-	217,241	1,170,690	1,025,862
Funding Sources:	Total	Prior Yrs	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026
Transportation Development Fees	-													
Construction Sales Tax	-													
Developer Contribution	-													
General Fund	-													
Grant	-													
Other Agency Contribution	-													
Other Source	-													
Total Sources	-	-	-	-	-	-	-	-	-	-	-	-	-	-

Project Name:	Hawes Road: Ocotillo to Rittenhouse	Project #:
Project Description:	Widening portions of Hawes Road between Ocotillo & Rittenhouse to make entire stretch 5 lanes. Some half-street improvements have already been completed by development. Scalloped Street Project. Total impact equates to approximately 3/4 of a mile of roadwork.	
Other Information	Traffic signal participation - 1) K. Hovnanian 1/4 share - SE QC & Hawes/Emperor Estates, 2) A&B Investments - Roman Estates (Emperor Estates), 3) Emperor Estates Development - Roman Estates (Emperor Estates), 4) Pulte Homes, Co. - Hawes/Queen Creek -Emperor Estates Town already owns all necessary ROW, SRP utilities are already relocated	
Financial Information:	CIL - $75K on 10/26/05 from Pulte, $3,300 on 5/8/03 from A&B Investments, $14,100 on 10/2/03 from Emperor Estates Dev. $75K on 5/7/13 from H. Kovnanian	

SEE APPENDIX J ADDENDUM DATED JUNE 2021 FOR UPDATED PROJECT AMOUNTS

Growth Share	48%													
Expenses:	Total	Prior Yrs	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026
Land/ROW	-													
Design	250,000								250,000					
Construction	2,500,000									2,500,000				
Other	250,000								125,000	125,000				
Total Expenses	3,000,000	-	-	-	-	-	-	-	375,000	2,625,000	-	-	-	-
Expenses Net of Developer Contribution/(	1,777,099	-	-	-	-		-	-	375,000	1,402,099	-	-	-	-
Growth Share by Year	857,910	-	-	-	-		-	-	181,034	676,875	-	-	-	-

Funding Sources:	Total	Prior Yrs	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026
Transportation Development Fees	-													
Construction Sales Tax	-													
Developer Contribution	1,222,901									1,222,901				
General Fund	-													
Grant	-													
Other Agency Contribution	-													
Other Source	-													
Total Sources	1,222,901	-	-	-	-	-	-	-	-	1,222,901	-	-	-	-

Project Name: Town Center Street N/S: Duncan to Ocotillo Project #:

Project Description: Completion of collector street from Duncan to Ocotillo Road

Other Information

Financial Information:

Growth Share	100%													
Expenses:	Total	Prior Yrs	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026
Land/ROW	125,000					125,000								
Design	125,000					125,000								
Construction	650,000						650,000							
Other	25,000						25,000							
Total Expenses	925,000	-	-	-		250,000	675,000	-	-	-	-	-	-	-
Expenses Net of Developer Contribution/(	925,000	-	-	-	-	250,000	675,000	-	-	-	-	-	-	-
Growth Share by Year	925,000	-	-	-	-	250,000	675,000	-	-	-	-	-	-	-
Funding Sources:	Total	Prior Yrs	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026
Transportation Development Fees	-													
Construction Sales Tax	-													
Developer Contribution	-													
General Fund	-													
Grant	-													
Other Agency Contribution	-													
Other Source	-													
Total Sources	-	-	-	-	-	-	-		-	-	-	-	-	-

Project Name: Duncan St: Ellsworth Loop to Ellsworth Project #:

Project Description: Completion of collector road from Ellsworth Loop to Ellsworth Road

Other Information

Financial Information:

Growth Share	100%													
Expenses:	Total	Prior Yrs	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026
Land/ROW	-													
Design	125,000					125,000	-							
Construction	600,000					600,000		-						
Other	25,000					25,000		-						
Total Expenses	750,000	-	-	-		750,000	-	-	-	-	-	-	-	-
Expenses Net of Developer Contribution/(	750,000	-	-	-	-	750,000	-	-	-	-	-	-	-	-
Growth Share by Year	750,000	-	-	-	-	750,000	-	-	-	-	-	-	-	-
Funding Sources:	Total	Prior Yrs	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026
Transportation Development Fees	-													
Construction Sales Tax	-													
Developer Contribution	-													
General Fund	-													
Grant	-													
Other Agency Contribution	-													
Other Source	-													
Total Sources	-	-	-	-	-	-	-		-	-	-	-	-	-

Project Name: Aldecoa: Ellsworth Loop to Ellsworth Project #:

Project Description: Collector street improvements from Ellsworth Loop to Ellsworth Road just north of Fire Station

Other Information

Financial Information:

Growth Share	100%													
Expenses:	Total	Prior Yrs	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026
Land/ROW	-													
Design	125,000					125,000								
Construction	650,000					650,000	-							
Other	50,000					50,000	-							
Total Expenses	825,000	-	-	-		825,000	-	-	-	-	-	-	-	-
Expenses Net of Developer Contribution/(	825,000	-	-	-	-	825,000	-	-	-	-	-	-	-	-
Growth Share by Year	825,000	-	-	-	-	825,000	-	-	-	-	-	-	-	-
Funding Sources:	Total	Prior Yrs	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026
Transportation Development Fees	-													
Construction Sales Tax	-													
Developer Contribution	-													
General Fund	-													
Grant	-													
Other Agency Contribution	-													
Other Source	-													
Total Sources	-	-	-	-	-	-	-		-	-	-	-	-	-

Project Name: Germann Rd: Ellsworth to Crismon Project #:

Project Description: In partnership with MCDOT and Mesa- Complete street improvements to include two lanes in each direction and a center turn lane. Additional outside lanes to be completed by development.

Other Information: If Mesa does not participate the Town will partner with Maricopa County on Germann Road south half-street improvements. Cost will be $4.2 million split 50/50.

Financial Information:

Growth Share	48%													
Expenses:	Total	Prior Yrs	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026
Land/ROW	250,000						250,000							
Design	425,000						425,000							
Construction	7,500,000							7,500,000						
Other	125,000						62,500	62,500						
Total Expenses	8,300,000	-	-	-		-	737,500	7,562,500	-	-	-	-	-	-
Expenses Net of Developer Contribution/(	2,766,667	-	-	-	-	-	737,500	2,029,167	-	-	-	-	-	-
Growth Share by Year	1,335,632	-	-	-	-		356,034	979,598	-	-	-	-	-	-
Funding Sources:	Total	Prior Yrs	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026
Transportation Development Fees	-													
Construction Sales Tax	-													
Developer Contribution	-													
General Fund	-													
Grant	5,533,333							5,533,333						
Other Agency Contribution	-													
Other Source	-													
Total Sources	5,533,333	-	-	-	-	-	-	5,533,333	-	-	-	-	-	-

Project Name: Hunt Hwy: Power to Sossaman Project #:

Project Description: Street improvements to include 2 lanes in each direction and a center turn lane.

Other Information: In partnership with MCDOT at 50/50 cost share.

Financial Information:

Growth Share	48%													
Expenses:	Total	Prior Yrs	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026
Land/ROW	250,000								250,000					
Design	400,000								400,000					
Construction	6,250,000									3,125,000	3,125,000			
Other	150,000										150,000			
Total Expenses	7,050,000	-	-	-		-	-	-	650,000	3,125,000	3,275,000	-	-	-
Expenses Net of Developer Contribution/(	3,525,000	-	-	-	-	-	-	-	650,000	3,125,000	(250,000)	-	-	-
Growth Share by Year	1,701,724	-	-	-	-		-	-	313,793	1,508,621	(120,690)	-	-	-
Funding Sources:	Total	Prior Yrs	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026
Transportation Development Fees	-													
Construction Sales Tax	-													
Developer Contribution	-													
General Fund	-													
Grant	-													
Other Agency Contribution	3,525,000										3,525,000			
Other Source	-													
Total Sources	3,525,000	-	-	-	-	-	-		-	-	3,525,000	-	-	-

SEE APPENDIX J ADDENDUM DATED JUNE 2021 FOR UPDATED PROJECT AMOUNTS

Project Name: Hawes Road @ Creekview Ranches Project #: A0402

Project Description: West half-street improvements in front of Creekview Ranches to include 2 lanes, sidewalk, landscaping

Other Information: Dev Contribution Rec'd 1999 Gurr $29,094

Financial Information:

Growth Share	0%													
Expenses:	Total	Prior Yrs	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026
Land/ROW	-													
Design	29,000					29,000								
Construction	200,000					200,000								
Other	15,000					15,000								
Total Expenses	244,000	-	-	-		244,000	-	-	-	-	-	-	-	-
Expenses Net of Developer Contribution/(	214,906	-	-	-	-	214,906	-	-	-	-	-	-	-	-
Growth Share by Year	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Funding Sources:	Total	Prior Yrs	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026
Transportation Development Fees	-													
Construction Sales Tax	-													
Developer Contribution	29,094					29,094								
General Fund	-													
Grant	-													
Other Agency Contribution	-													
Other Source	-													
Total Sources	29,094	-	-	-	-	29,094	-		-	-	-	-	-	-

Project Name: Ocotillo Road: West of Sossaman Rd to Hawes Rd Project #:

Project Description: Roadway Widening- Scalloped Street. From 2 lanes to 5 lanes, including sidewalk and landscaping

Other Information

Financial Information:

Growth Share	48%													
Expenses:	Total	Prior Yrs	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026
Land/ROW	300,000											300,000		
Design	500,000										500,000			
Construction	5,500,000											2,750,000	2,750,000	
Other	200,000										50,000	75,000	75,000	
Total Expenses	6,500,000	-	-	-	-	-	-	-	-	-	550,000	3,125,000	2,825,000	-
Expenses Net of Developer Contribution/(	6,500,000	-	-	-	-	-	-	-	-	-	550,000	3,125,000	2,825,000	-
Growth Share by Year	3,137,931	-	-	-	-	-	-	-	-	-	265,517	1,508,621	1,363,793	-
Funding Sources:	Total	Prior Yrs	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026
Transportation Development Fees	-													
Construction Sales Tax	-													
Developer Contribution	-													
General Fund	-													
Grant	-													
Other Agency Contribution	-													
Other Source	-													
Total Sources	-	-	-	-	-	-	-	-	-	-	-	-	-	-

Project Name: Queen Creek Road - Ellsworth to Signal Butte Project #: A1002

Project Description: Two mile roadway widening from 2 lanes to 5 lanes including sidewalks and landscaping

Other Information

Financial Information: CIL - $132,311 Rec'd on 10/22/07 & $16,016 was Rec'd on 10/22/07 from Barney Family Sports Complex

Growth Share	48%													
Expenses:	Total	Prior Yrs	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026
Land/ROW	600,000						600,000							
Design	725,000					725,000								
Construction	8,000,000					300,000		4,000,000	3,700,000					
Other	675,000					200,000	475,000							
Total Expenses	10,000,000	-	-	-	-	1,225,000	1,075,000	4,000,000	3,700,000	-	-	-	-	-
Expenses Net of Developer Contribution/(	9,851,673	-	-	-	-	1,076,673	1,075,000	4,000,000	3,700,000	-	-	-	-	-
Growth Share by Year	4,755,980	-	-	-	-	518,773	518,966	1,931,034	1,786,207	-	-	-	-	-
Funding Sources:	Total	Prior Yrs	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026
Transportation Development Fees	-													
Construction Sales Tax	-													
Developer Contribution	148,327					148,327								
General Fund	-													
Grant	-													
Other Agency Contribution	-													
Other Source	-													
Total Sources	148,327	-	-	-	-	148,327	-		-	-	-	-	-	-

Project Name:	220th: Queen Creek to Ryan	Project #:	A1702
Project Description:	New roadway west half-street improvements, 3 lanes		
Other Information	This will dead end to PW Corp Yard - 220th will not go through		
Financial Information:	CIL from Siete Solar $1,396,895.97		

Growth Share	100%													
Expenses:	Total	Prior Yrs	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026
Land/ROW	-													
Design	100,000			100,000										
Construction	1,096,896				1,096,896									
Other	200,000			100,000	100,000									
Total Expenses	1,396,896	-	-	200,000	1,196,896	-	-	-	-	-	-	-	-	-
Expenses Net of Developer Contribution/(	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Growth Share by Year	-	-	-	-	-	-	-	-	-	-	-	-	-	-

Funding Sources:	Total	Prior Yrs	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026
Transportation Development Fees	-													
Construction Sales Tax	-													
Developer Contribution	1,396,896			200,000	1,196,896									
General Fund	-													
Grant	-													
Other Agency Contribution	-													
Other Source	-													
Total Sources	1,396,896	-	-	200,000	1,196,896	-	-		-	-	-	-	-	-

Project Name: Crismon Road: Queen Creek to Germann Project #: A0702

Project Description: One mile, new roadway, 3 lanes west half-street improvements including sidewalk, no landscaping

Other Information

Financial Information: CIL received from Siete Solar $1,786,699.72 for Queen Creek to Ryan

Growth Share	100%													
Expenses:	Total	Prior Yrs	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026
Land/ROW	-													
Design	392,000			392,000										
Construction	2,961,700				2,961,700									
Other	125,000			75,000	50,000									
Total Expenses	3,478,700	-	-	467,000	3,011,700	-	-	-	-	-	-	-	-	-
Expenses Net of Developer Contribution/(	1,692,000	-	-	-	1,692,000	-	-	-	-	-	-	-	-	-
Growth Share by Year	1,692,000	-	-	-	1,692,000	-	-	-	-	-	-	-	-	-

Funding Sources:	Total	Prior Yrs	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026
Transportation Development Fees	-													
Construction Sales Tax	-													
Developer Contribution	1,786,700			467,000	1,319,700									
General Fund	-													
Grant	-													
Other Agency Contribution	-													
Other Source	-													
Total Sources	1,786,700	-	-	467,000	1,319,700	-	-		-	-	-	-	-	-

Project Name:	Ryan Road: Crismon to Signal Butte	Project #:	A2001	Ryan: Crimson to 220th
			A2002?	Ryan: 220th to Signal Butte
Project Description:	New roadway half mile south side roadway improvements of one and a half lanes including sidewalk and landscaping from Crismon to 220th; Collector road north of the East Park Site Town will construct one lane in each direction and center turn lane from 220th to Signal Butte			
Other Information				
Financial Information:	CIL from Siete Solar $907,228.30 for Crismon to 220th			

SEE APPENDIX J ADDENDUM DATED JUNE 2021 FOR UPDATED PROJECT AMOUNTS

Growth Share	100%													
Expenses:	Total	Prior Yrs	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026
Land/ROW	-													
Design	400,000				223,611			150,000	26,389					
Construction	2,657,228								757,228	1,900,000				
Other	125,000							25,000	25,000	75,000				
Total Expenses	3,182,228	-	-	-	223,611	-	-	175,000	808,617	1,975,000	-	-	-	-
Expenses Net of Developer Contribution/(	2,275,000	-	-	-	-	-	-	-	300,000	1,975,000	-	-	-	-
Growth Share by Year	2,275,000	-	-	-	-	-	-	-	300,000	1,975,000	-	-	-	-
Funding Sources:	Total	Prior Yrs	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026
Transportation Development Fees	-													
Construction Sales Tax	-													
Developer Contribution	907,228				223,611			175,000	508,617					
General Fund	-													
Grant	-													
Other Agency Contribution	-													
Other Source	-													
Total Sources	907,228	-	-	-	223,611	-	-	175,000	508,617	-	-	-	-	-

Project Name: Chandler Heights Rd- Power to Sossaman Project #:

Project Description: Widen to 5 lanes including sidewalk and landscaping

Other Information

Financial Information:

Growth Share	48%													
Expenses:	Total	Prior Yrs	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026
Land/ROW	300,000						300,000							
Design	525,000						525,000							
Construction	6,500,000							6,500,000						
Other	75,000						25,000	50,000						
Total Expenses	7,400,000	-	-	-	-	-	850,000	6,550,000	-	-	-	-	-	-
Expenses Net of Developer Contribution/(	7,400,000	-	-	-	-	-	850,000	6,550,000	-	-	-	-	-	-
Growth Share by Year	3,572,414	-	-	-	-		410,345	3,162,069	-	-	-	-	-	-
Funding Sources:	Total	Prior Yrs	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026
Transportation Development Fees	-													
Construction Sales Tax	-													
Developer Contribution	-													
General Fund	-													
Grant	-													
Other Agency Contribution	-													
Other Source	-													
Total Sources	-	-	-	-	-	-	-	-	-	-	-	-	-	-

SEE APPENDIX J ADDENDUM DATED JUNE 2021 FOR UPDATED PROJECT AMOUNTS

Project Name: Chandler Heights - Sossaman to Hawes Project #:

Project Description: 5-lane roadway including sidewalk and landscaping

Other Information

Financial Information:

Growth Share	48%													
Expenses:	Total	Prior Yrs	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026
Land/ROW	300,000							300,000						
Design	525,000							525,000						
Construction	6,500,000								6,500,000					
Other	75,000							25,000	50,000					
Total Expenses	7,400,000	-	-	-		-	-	850,000	6,550,000	-	-	-	-	-
Expenses Net of Developer Contribution/	7,400,000	-	-	-	-		-	850,000	6,550,000	-	-	-	-	-
Growth Share by Year	3,572,414	-	-	-	-		-	410,345	3,162,069	-	-	-	-	-
Funding Sources:	Total	Prior Yrs	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026
Transportation Development Fees	-													
Construction Sales Tax	-													
Developer Contribution	-													
General Fund	-													
Grant	-													
Other Agency Contribution	-													
Other Source	-													
Total Sources	-	-	-	-	-	-	-	-	-	-	-	-	-	-

SEE APPENDIX J ADDENDUM DATED JUNE 2021 FOR UPDATED PROJECT AMOUNTS

Project Name: Chandler Heights - Hawes to Ellsworth Project #:

Project Description: Scalloped street improvement adding additional lanes and sidewalk where needed

Other Information

Financial Information:

Growth Share	48%													
Expenses:	Total	Prior Yrs	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026
Land/ROW	150,000								150,000					
Design	225,000								225,000					
Construction	2,500,000									2,500,000				
Other	75,000								25,000	50,000				
Total Expenses	2,950,000	-	-	-		-	-	-	400,000	2,550,000	-	-	-	-
Expenses Net of Developer Contribution/	2,950,000	-	-	-	-		-	-	400,000	2,550,000	-	-	-	-
Growth Share by Year	1,424,138	-	-	-	-		-	-	193,103	1,231,034	-	-	-	-

Funding Sources:	Total	Prior Yrs	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026
Transportation Development Fees	-													
Construction Sales Tax	-													
Developer Contribution	-													
General Fund	-													
Grant	-													
Other Agency Contribution	-													
Other Source	-													
Total Sources	-	-	-	-	-	-	-	-	-	-	-	-	-	-

Project Name: 196th Street - Ocotillo to Appleby 2 Project #:

Project Description: Construction of a 3 lane collector street including sidewalks and landscaping

Other Information

Financial Information:

Growth Share	100%													
Expenses:	Total	Prior Yrs	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026
Land/ROW	150,000					150,000								
Design	225,000					225,000								
Construction	2,000,000					2,000,000								
Other	75,000					75,000								
Total Expenses	2,450,000	-	-	-		2,450,000	-	-	-	-	-	-	-	-
Expenses Net of Developer Contribution/	2,450,000	-	-	-	-	2,450,000	-	-	-	-	-	-	-	-
Growth Share by Year	2,450,000	-	-	-	-	2,450,000	-	-	-	-	-	-	-	-

Funding Sources:	Total	Prior Yrs	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026
Transportation Development Fees	-													
Construction Sales Tax	-													
Developer Contribution	-													
General Fund	-													
Grant	-													
Other Agency Contribution	-													
Other Source	-													
Total Sources	-	-	-	-	-	-	-	-	-	-	-	-	-	-

SEE APPENDIX J ADDENDUM DATED JUNE 2021 FOR UPDATED PROJECT AMOUNTS

Project Name: Riggs Rd - Power to Hawes Irrigation Project #: A0520

Project Description: Construction of 5 lane roadway. Town's share is to relocate the Irrigation line and to annex and maintain road in perpetuity.

Other Information: In partnership with Maricopa County.

Financial Information:

Growth Share	48%													
Expenses:	Total	Prior Yrs	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026
Land/ROW	-													
Design	-													
Construction	1,270,000				1,270,000	-								
Other	-													
Total Expenses	1,270,000	-	-	-	1,270,000	-	-	-	-	-	-	-	-	-
Expenses Net of Developer Contribution/	1,270,000	-	-	-	1,270,000	-	-	-	-	-	-	-	-	-
Growth Share by Year	613,103	-	-	-	613,103	-	-	-	-	-	-	-	-	-
Funding Sources:	Total	Prior Yrs	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026
Transportation Development Fees	-													
Construction Sales Tax	-													
Developer Contribution	-													
General Fund	-													
Grant	-													
Other Agency Contribution	-													
Other Source	-													
Total Sources	-	-	-	-	-	-	-	-	-	-	-	-	-	-

SEE APPENDIX J ADDENDUM DATED JUNE 2021 FOR UPDATED PROJECT AMOUNTS

Project Name: Ellsworth - Rittenhouse to north UPRR ROW line Project #:

Project Description: Construction of bike lane and sidewalk over UPRR to connect Ellsworth road north of UPRR to Town Center area for pedestrian travel

Other Information: reducing lanes from 2 to one to accommodate pedestrian improvements

Financial Information:

Growth Share	0%													
Expenses:	Total	Prior Yrs	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026
Land/ROW	-													
Design	350,000					350,000								
Construction	1,500,000						1,500,000							
Other	75,000					50,000	25,000							
Total Expenses	1,925,000	-	-	-		400,000	1,525,000	-	-	-	-	-	-	-
Expenses Net of Developer Contribution/(	1,175,000	-	-	-	-	400,000	775,000	-	-	-	-	-	-	-
Growth Share by Year	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Funding Sources:	Total	Prior Yrs	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026
Transportation Development Fees	-													
Construction Sales Tax	-													
Developer Contribution	-													
General Fund	-													
Grant	-													
Other Agency Contribution	750,000						750,000							
Other Source	-													
Total Sources	750,000	-	-	-	-	-	750,000	-	-	-	-	-	-	-

SEE APPENDIX J ADDENDUM DATED JUNE 2021 FOR UPDATED PROJECT AMOUNTS

Project Name: Appleby 2- Sossaman to 196th Project #:

Project Description: Construction of a 3 lane collector street including sidewalks and landscaping along Appleby and adding additional lane for approximately 1/4 mile along Sossaman Road north of Appleby

Other Information: Additional buffer needed for Appleby 1 road

Financial Information:

Growth Share	12%													
Expenses:	Total	Prior Yrs	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026
Land/ROW	-													
Design	225,000					225,000								
Construction	2,000,000					2,000,000								
Other	75,000					75,000								
Total Expenses	2,300,000	-	-	-		2,300,000	-	-	-	-	-	-	-	-
Expenses Net of Developer Contribution/	2,300,000	-	-	-	-	2,300,000	-	-	-	-	-	-	-	-
Growth Share by Year	270,588	-	-	-	-	270,588	-	-	-	-	-	-	-	-

Funding Sources:	Total	Prior Yrs	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026
Transportation Development Fees	-													
Construction Sales Tax	-													
Developer Contribution	-													
General Fund	-													
Grant	-													
Other Agency Contribution	-													
Other Source	-													
Total Sources	-	-	-	-	-	-	-	-	-	-	-	-	-	-

SEE APPENDIX J ADDENDUM DATED JUNE 2021 FOR UPDATED PROJECT AMOUNTS

Project Name:	Ocotillo @ Victoria Traffic Signal	Project #:	I0061
Project Description:	Installation of Traffic Signal		
Other Information	Victoria PAD Parcels 10,11 & 11A - Ocotillo & Victoria Rds.		
Financial Information:	Will be installed when warranted. Projected in 2017. CIL - $250K 8/6/07 from Taylor Woodrow Arizona, Inc.		

Growth Share	50%													
Expenses:	Total	Prior Yrs	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026
Land/ROW	-													
Design	125,000				125,000									
Construction	250,000				250,000									
Other	-													
Total Expenses	375,000	-	-	-	375,000	-	-	-	-	-	-	-	-	-
Expenses Net of Developer Contribution/(	125,000	-	-	-	125,000	-	-	-	-	-	-	-	-	-
Growth Share by Year	62,500	-	-	-	62,500	-	-	-	-	-	-	-	-	-
Funding Sources:	Total	Prior Yrs	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026
Transportation Development Fees	-													
Construction Sales Tax	-													
Developer Contribution	250,000				250,000									
General Fund	-													
Grant	-													
Other Agency Contribution	-													
Other Source	-													
Total Sources	250,000	-	-	-	250,000	-	-	-	-	-	-	-	-	-

Project Name: Traffic Signal - Ocotillo @ Scottland Court Project #:

Project Description: Traffic Siganl might be warranted this fiscal year with increased traffic along Ocotillo Road.

Other Information

Financial Information:

Growth Share	50%													
Expenses:	Total	Prior Yrs	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026
Land/ROW	-													
Design	50,000					50,000								
Construction	250,000					250,000								
Other	-													
Total Expenses	300,000	-	-	-		300,000	-	-	-	-	-	-	-	-
Expenses Net of Developer Contribution/	300,000	-	-	-	-	300,000	-	-	-	-	-	-	-	-
Growth Share by Year	150,000	-	-	-	-	150,000	-	-	-	-	-	-	-	-

Funding Sources:	Total	Prior Yrs	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026
Transportation Development Fees	-													
Construction Sales Tax	-													
Developer Contribution	-													
General Fund	-													
Grant	-													
Other Agency Contribution	-													
Other Source	-													
Total Sources	-	-	-	-	-	-	-	-	-	-	-	-	-	-

SEE APPENDIX J ADDENDUM DATED JUNE 2021 FOR UPDATED PROJECT AMOUNTS

Project Name: Traffic Signal - Riggs & Hawes Project #:

Project Description: Traffic Siganl is now warranted at this intersection.

Other Information

Financial Information:

Growth Share	50%													
Expenses:	Total	Prior Yrs	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026
Land/ROW	-													
Design	50,000				50,000									
Construction	250,000				250,000									
Other	-													
Total Expenses	300,000	-	-	-	300,000	-	-	-	-	-	-	-	-	-
Expenses Net of Developer Contribution/	300,000	-	-	-	300,000	-	-	-	-	-	-	-	-	-
Growth Share by Year	150,000	-	-	-	150,000	-	-	-	-	-	-	-	-	-

Funding Sources:	Total	Prior Yrs	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026
Transportation Development Fees	-													
Construction Sales Tax	-													
Developer Contribution	-													
General Fund	-													
Grant	-													
Other Agency Contribution	-													
Other Source	-													
Total Sources	-	-	-	-	-	-	-	-	-	-	-	-	-	-

Project Name: Traffic Signal - Ellsworth at Via De Palmas Project #:

Project Description: Traffic Signal may be warranted with increased traffic along this corridor.

Other Information

Financial Information:

Growth Share	50%													
Expenses:	Total	Prior Yrs	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026
Land/ROW	-													
Design	50,000				50,000									
Construction	250,000				250,000									
Other	-													
Total Expenses	300,000	-	-	-	300,000	-	-	-	-	-	-	-	-	-
Expenses Net of Developer Contribution/	300,000	-	-	-	300,000	-	-	-	-	-	-	-	-	-
Growth Share by Year	150,000	-	-	-	150,000	-	-	-	-	-	-	-	-	-
Funding Sources:	Total	Prior Yrs	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026
Transportation Development Fees	-													
Construction Sales Tax	-													
Developer Contribution	-													
General Fund	-													
Grant	-													
Other Agency Contribution	-													
Other Source	-													
Total Sources	-	-	-	-	-	-	-	-	-	-	-	-	-	-

Project Name: Impact Fee Study Project #:

Project Description:

Other Information

Financial Information:

Growth Share	100%													
Expenses:	Total	Prior Yrs	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026
Land/ROW	-													
Design	-													
Construction	-													
Other	210,000								105,000				105,000	
Total Expenses	210,000	-	-	-		-	-	-	105,000	-	-	-	105,000	-
Expenses Net of Developer Contribution/	210,000	-	-	-	-		-	-	105,000	-	-	-	105,000	-
Growth Share by Year	210,000	-	-	-	-		-	-	105,000	-	-	-	105,000	-
Funding Sources:	Total	Prior Yrs	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026
Transportation Development Fees	-													
Construction Sales Tax	-													
Developer Contribution	-													
General Fund	-													
Grant	-													
Other Agency Contribution	-													
Other Source	-													
Total Sources	-	-	-	-	-	-	-	-	-	-	-	-	-	-

SEE APPENDIX J ADDENDUM DATED JUNE 2021 FOR UPDATED PROJECT AMOUNTS

Project Name: Project Management Costs Project #:

Project Description:

Other Information

Financial Information:

Growth Share	51%													
Expenses:	Total	Prior Yrs	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026
Land/ROW	-													
Design	-													
Construction	-													
Other	4,000,000				400,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000
Total Expenses	4,000,000	-	-	-	400,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000
Expenses Net of Developer Contribution/	4,000,000	-	-	-	400,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000
Growth Share by Year	2,036,400	-	-	-	203,640	203,640	203,640	203,640	203,640	203,640	203,640	203,640	203,640	203,640
Funding Sources:	Total	Prior Yrs	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026
Transportation Development Fees	-													
Construction Sales Tax	-													
Developer Contribution	-													
General Fund	-													
Grant	-													
Other Agency Contribution	-													
Other Source	-													
Total Sources	-	-	-	-	-	-	-	-	-	-	-	-	-	-

APPENDIX K

DEVELOPMENT OF TRIP FACTORS

Arterial Roads	Actual Road Miles Lane Miles	Capacity per Mile	Total Capacity
Current Arterials	117	8,875	1,038,375
Total	117	8,875	1,038,375
Capacity per lane mile			8,875
Current VMT			1,038,375
Lane Miles per VMT			0.0001126761
Future VMT (2017-2027)			1,010,157
		New Lane Miles	113.82

DEVELOPMENT OF TRIP FACTORS

Line No.	Land Use Pattern	(a) Ave Day VTE	(b) Trip Adjustment Factor	(c) Queen Creek Average Trip Length	(d) Trip Length Wt Factor	(e) Average VMT
						*(a) * (b) * (c) * (d)*
	Weekday Average VTE (per Dwelling Unit)					
1	Single Family	9.52	65%	8.89	1.21	66.58
2	Multi-Family	6.65	65%	8.89	1.21	46.51
	Weekday Average VTE (per Ksq ft)					
3	Retail	42.70	33%	8.89	0.66	82.70
4	Office	11.03	50%	8.89	0.73	35.80
5	Industrial	6.97	50%	8.89	0.73	22.62

Line No.	Land Use Pattern	(a) Current Development	(b) Unit VMT	(c) Total VMT	(d) Percent Distribution
	Weekday Average VTE (per Dwelling Unit)				
1	Single Family	11,955	66.58	795,993	76.66%
2	Multi-Family	464	46.51	21,581	2.08%
	Weekday Average VTE (per Ksq ft)				
3	Retail	2,113	82.70	174,747	16.83%
4	Office	1,088	35.80	38,951	3.75%
5	Industrial	314	22.62	7,104	0.68%
6	**Total**			1,038,375	100%

DEVELOPMENT OF FEES - PLAN BASED - AC

Line No	Description	
	New Development Only	
1	*CIP Cost - Transportation (FY 2017 - FY 2026)*	$52,534,670
	New Development Only	
2	*Construction Tax (Offset)*	(23,928,017)
3	*Cost of Debt - New*	3,520,534

DEVELOPMENT OF TRIP FACTORS - PLAN BASED - New Development

Line No.	Land Use Pattern	Land Use Code	New Development	Trip Generation Relative Weighting [1]	Units	Weighted Trip Generation Factors	Percent Distribution
1	Residential - Single Family		11,863	9.52	D.U.	112,936	61.89%
2	Residential - Multi-Family		1,857	6.65	D.U.	12,349	6.77%
3	Retail		925	42.70	sq ft	39,492	21.64%
4	Office		1,287	11.03	sq ft	14,196	7.78%
5	Industrial		502	6.97	sq ft	3,499	1.92%
6	**Total**		**16,434**			**182,472**	**100%**

[1] Source: International Transportation Trip Generation Manual
These figures represent peak weekday conditions.

DEVELOPMENT OF TRIP FACTORS - PLAN BASED - AC

Line No.	Land Use Pattern	(a) Ave Day VTE	(b) Trip Adjustment Factor	(c) Average Trip Length	(d) Trip Length Wt Factor	(e) Average VMT	Service Unit Index
						*(a) * (b) * (c) * (d)*	
	Weekday Average VTE (per Dwelling Unit)						
1	Single Family	9.52	65%	8.89	1.21	66.58	1.00
2	Multi-Family	6.65	65%	8.89	1.21	46.51	0.70
	Weekday Average VTE (per Ksq ft)						
3	Retail	42.70	33%	8.89	0.66	82.70	1.24
4	Office	11.03	50%	8.89	0.73	35.80	0.54
5	Industrial	6.97	50%	8.89	0.73	22.62	0.34

DEVELOPMENT OF TRIP FACTORS - PLAN BASED - New Development

Line No.	Land Use Pattern	(a) New Development	(b) Unit VMT	(c) Growth Total VMT	(d) Percent Distribution
	Weekday Average VTE (per Dwelling Unit)				
1	Single Family	11,863	66.58	789,867	78.19%
2	Multi-Family	1,857	46.51	86,369	8.55%
	Weekday Average VTE (per Ksq ft)				
3	Retail	925	82.70	76,488	7.57%
4	Office	1,287	35.80	46,076	4.56%
5	Industrial	502	22.62	11,357	1.12%
6	**Total**			1,010,157	100%

DEVELOPMENT OF TRIP FACTORS - PLAN BASED - CIP Component

Line No.	Land Use Pattern	(a) CIP Cost	(b) Total Growth Capacity VMT	(c) Cost per VMT	(d) Average VMT	(e) Cost per Unit
	Weekday Average VTE (per Dwelling Unit)					
1	Single Family	$52,534,670	1,010,157	$52.01	66.58	$3,463
2	Multi-Family	52,534,670	1,010,157	52.01	46.51	2,419
	Weekday Average VTE (per Ksq ft)					
3	Retail	$52,534,670	1,010,157	$52.01	82.70	$4,301
4	Office	52,534,670	1,010,157	52.01	35.80	1,862
5	Industrial	52,534,670	1,010,157	52.01	22.62	1,177

DEVELOPMENT OF TRIP FACTORS - PLAN BASED - Growth CIP Construction Tax Offset (New Development)

Line No.	Land Use Pattern	(a) Construction Tax Credit	(b) Total Growth Capacity VMT	(c) Cost per VMT	(d) Average VMT	(e) Cost per Unit
	Weekday Average VTE (per Dwelling Unit)					
1	Single Family	($23,928,017)	1,010,157	($23.69)	66.58	($1,577)
2	Multi-Family	(23,928,017)	1,010,157	(23.69)	46.51	(1,102)
	Weekday Average VTE (per Ksq ft)					
3	Retail	($23,928,017)	1,010,157	($23.69)	82.70	($1,959)
4	Office	(23,928,017)	1,010,157	(23.69)	35.80	(848)
5	Industrial	(23,928,017)	1,010,157	(23.69)	22.62	(536)

DEVELOPMENT OF TRIP FACTORS - PLAN BASED - Debt Costs (New Development)

Line No.	Land Use Pattern	(a) Borrowing Costs	(b) Total Growth Capacity VMT	(c) Cost per VMT	(d) Average VMT	(e) Cost per Unit
	Weekday Average VTE (per Dwelling Unit)					
1	Single Family	$3,520,534	1,010,157	$3.49	66.58	$232
2	Multi-Family	3,520,534	1,010,157	3.49	46.51	162
	Weekday Average VTE (per Ksq ft)					
3	Retail	$3,520,534	1,010,157	$3.49	82.70	$288
4	Office	3,520,534	1,010,157	3.49	35.80	125
5	Industrial	3,520,534	1,010,157	3.49	22.62	79

DEVELOPMENT OF TRIP FACTORS - PLAN BASED - Cost per Unit

Line No.	Land Use Pattern	(a) CIP Costs	(b) Construction Tax Growth Capital Offset	(c) Debt Costs	(d) Total Cost per Unit	Current	% Change
	Weekday Average VTE (per Dwelling Unit)						
1	Single Family	$3,463	($1,577)	$232	$2,118	$1,263	68%
2	Multi-Family	2,419	(1,102)	162	1,479	882	68%
	Weekday Average VTE (per Ksq ft)						
3	Retail	$4,301	($1,959)	$288	$2,630	$1,569	68%
4	Office	1,862	(848)	125	1,139	679	68%
5	Industrial	1,177	(536)	79	720	429	68%

APPENDIX L

CAPITAL IMPROVEMENT PROGRAM

Line No.	Description	FY2017-18 2018	FY2018-19 2019	FY2019-20 2020	FY2020-21 2021	FY2021-22 2022	FY2022-23 2023	FY2023-24 2024	FY2024-25 2025	FY2025-26 2026	FY2026-27 2027	Total 2018-2027
	Parks											
1	QC Sports Complex (East park)				$35,513,864							$35,513,864
2	Sossman Cloud Park						4,717,145					4,717,145
3	Mansel Park (13 acres - not impact fee eligible)											0
4	Desert Wells Park (Chandler Heights)								8,947,484			8,947,484
5	San Marquis										1,468,000	1,468,000
6	Eagle Park ($1M paid by grant)											0
7	Subtotal Parks	0	0	0	35,513,864	0	4,717,145	0	8,947,484	0	1,468,000	50,646,493
	Trails											
8	Sonoqui Wash - Riggs Road Channel; Hawes to Ellsworth		$600,000									600,000
9	Sonoqui Wash - Riggs Road Channel; Ellsworth to Crismon			750,000								750,000
10	QC Wash -Crismon to Rittenhouse				675,000							675,000
11	SRP Utility Easement Trail; Ellsworth to Signal Butte					1,500,000						1,500,000
12	QC Wash; Rittenhouse to Town Limits						525,000					525,000
13	Sonoqui Wash; Power to Recker							825,000				825,000
14	QC Wash; Bike/Pedestrian Bridge at Meridian									45,750		45,750
15	Cloud to Empire Rd								809,250			809,250
16	Crismon to Signal Butte Rd										867,750	867,750
17	Subtotal Trails	0	600,000	750,000	675,000	1,500,000	525,000	825,000	809,250	45,750	867,750	6,597,750
18	**Total CIP**	**$0**	**$600,000**	**$750,000**	**$36,188,864**	**$1,500,000**	**$5,242,145**	**$825,000**	**$9,756,734**	**$45,750**	**$2,335,750**	**$57,244,243**
19	**Total with Inflation Allowance of 2.56%**	**$0**	**$615,360**	**$788,892**	**$39,039,926**	**$1,659,600**	**$5,948,385**	**$960,112**	**$11,645,296**	**$56,004**	**$2,932,435**	**$63,646,010**
20	**Total Growth-Related**	**$0**	**$600,000**	**$750,000**	**$36,188,864**	**$1,500,000**	**$5,242,145**	**$825,000**	**$9,756,734**	**$45,750**	**$2,335,750**	**$57,244,243**
21	**Total Growth-Related with Inflation**	**$0**	**$615,360**	**$788,892**	**$39,039,926**	**$1,659,600**	**$5,948,385**	**$960,112**	**$11,645,296**	**$56,004**	**$2,932,435**	**$63,646,010**

PARKS - EXISTING DEBT

	2016 Refunding - 2007 Excise Tax Bond		
	Principal	Interest	Total
FY 2017	$0	$0	$0
FY 2018	317,057	224,734	541,791
FY 2019	281,156	216,340	497,496
FY 2020	291,272	206,815	498,086
FY 2021	302,776	195,661	498,437
FY 2022	311,800	182,601	494,401
FY 2023	332,131	169,125	501,256
FY 2024	343,734	154,825	498,559
FY 2025	278,478	141,615	420,094
FY 2026	291,371	131,190	422,561
FY 2027	301,685	120,216	421,901
FY 2028	313,288	107,369	420,657
FY 2029	330,048	92,599	422,647
FY 2030	346,808	77,025	423,833
FY 2031	362,279	60,626	422,905
FY 2032	380,329	43,525	423,854
FY 2033	399,668	25,579	425,247
FY 2034	0	0	0

10-Year Debt $4,794,581

APPENDIX M

DEVELOPMENT OF FEES

Line No	Description	
	Existing LOS Developed Parks	**Acres**
1	Desert Mountain Park	29
2	Founders Park	11
3	Pocket Park for Pups	1
4	West Park	48
5	Total Park Acreage	89
6	Existing EDU	13,265
7	Acres per EDU	0.01
	Existing LOS Land	**Acres**
8	Available Land	261
9	Total Land Acreage	261
10	Existing EDU	13,265
11	Acres per EDU	0.02
	Existing LOS Trails	**Linear Feet**
11	Queen Creek Wash from Power Rd to Crismon Rd alignment	27,456
12	Sonoqui Wash from Power Rd to Ellsworth Rd alignment	19,536
13	Multi-Use Trail from Desert Mountain Park to HPEC overflow	10,560
14	Multi-Use Trail from Founders Park along Ellsworth Rd	1,584
15	Total Linear Feet of Trails	59,136
16	Existing EDU	13,265
17	Linear Feet per EDU	4.46
	Existing Costs per Unit	
18	West Park Cost (Developed Park) per Acre	$353,425
19	Trails Cost per linear foot	142

DEVELOPMENT OF FEES

Line No	Description	
	Future Needs - Demand	
20	Projected EDU: FY 2018-FY 2027	14,033
21	Developed Parks LOS	0.01
22	Demand for Developed Acres	94.15
23	Trails LOS	4.46
24	Demand for Linear Feet of Trails	62,557.93
	Future Needs - Cost	
25	Developed Park Cost per Acre	353,425
26	Demand for Developed Acres	94.15
27	Cost for Developed Parks	33,274,963
28	Trails Cost per Linear Foot	142
29	Demand for Linear Feet of Trails	62,557.93
30	Cost for Trails	8,883,226
31	Cost for Future Parks Needs: FY 2018-FY 2027	$33,274,963
32	Add: Borrowing Costs	0
33	Total Projected Cost FY 2018-FY2027	$33,274,963
34	Projected EDU: FY 2018-FY 2027	14,033
35	Parks Cost per EDU	$2,371
36	Cost for Future Trails Needs: FY 2018-FY 2027	$6,597,750
37	Add: Borrowing Costs	0
38	Total Projected Cost FY 2018-FY2027	$6,597,750
39	Projected EDU: FY 2018-FY 2027	14,033
40	Trails Cost per EDU	$470
	Planned Improvement Costs FY 2018-FY 2027	
41	CIP FY 2018 - FY 2027 (Inflated)	$63,646,010
42	Less: Anticipated Impact Fee Revenue	39,872,713
43	Anticipated Need for Alternative Funding	$23,773,298
	Debt Component FY 2018-FY 2027	
44	Study Cost	$82,100
45	Debt Service	4,794,581
46	Total Other Costs	4,876,681
47	Projected EDU: FY 2018-FY2027	14,033
48	Debt Costs per EDU	$348

ALLOCATION OF COSTS

Line No.	Description							
1	Projected Cost FY 2018-FY 2027	$44,749,394						
				Persons	Occupancy	Functional		
2	**Residential EDUs**		New Housing Units	per Household	Factor	Population/Unit	EDU Factor	EDUs
3	Single Family	11,863	11,863	3.49	0.67	2.34	1.00	11,863
4	Multi-Family	1,336	1,857	2.51	0.67	1.68	0.72	1,336
5	Total	13,199						
			2016	2016		Functional		
6	**Non-Residential EDUs**		Employment	Current Square Feet	Employee/ksqft	Population/ksqft	EDU Factor	
7	Retail	215	3,450	2,113	1.63	0.5442	0.23	215
8	Office	443	2,630	1,088	2.42	0.8058	0.34	443
9	Industrial	175	770	314	2.45	0.8174	0.35	175
10	Total	834						14,033

FEE PER DEVELOPMENT TYPE

Line No.	Description	
1	Total Cost - Parks	$33,274,963
2	EDUs	14,033
3	Cost per EDU	$2,371
4	Single Family Fee (1.00 EDU)	$2,371
5	Multi-Family Fee (0.72 EDU)	1,705
6	Retail Fee per 1,000 Square Feet (0.23 EDU)	$552
7	Office Fee per 1,000 Square Feet (0.34 EDU)	817
8	Industrial Fee per 1,000 (0.35 EDU)	829
9	Total Cost - Trails	$6,597,750
10	EDUs	14,033
11	Cost per EDU	$470
12	Single Family Fee (1.00 EDU)	$470
13	Multi-Family Fee (0.72 EDU)	338
14	Retail Fee per 1,000 Square Feet (0.23 EDU)	$109
15	Office Fee per 1,000 Square Feet (0.34 EDU)	162
16	Industrial Fee per 1,000 (0.35 EDU)	164
17	Total Cost - Other	$4,876,681
18	EDUs	14,033
19	Cost per EDU	$348
20	Single Family Fee (1.00 EDU)	$348
21	Multi-Family Fee (0.72 EDU)	250
22	Retail Fee per 1,000 Square Feet (0.23 EDU)	$81
23	Office Fee per 1,000 Square Feet (0.34 EDU)	120
24	Industrial Fee per 1,000 (0.35 EDU)	121

FEE COMPARISON

Line No.	Description	Parks Component	Trails Component	Debt Component	Calculated Fee	Current Fees	Difference - $	Difference - %
	Residential Fees							
1	Single Family	$2,371	$470	$348	$3,189	$3,681	($492)	-13%
2	Multi-Family	1,705	338	250	2,293	2,710	(417)	-15%
	Non-Residential Fees							
3	Retail (per 1,000 Square Feet)	$552	$109	$81	$742	$563	$179	32%
4	Office (per 1,000 Square Feet)	817	162	120	1,099	552	547	99%
5	Industrial (per 1,000 Square Feet)	829	164	121	1,115	650	465	72%

Appendix N

Analysis of Potential Impact Fee Credits
Town of Queen

Prepared for:

Town of Queen Creek

March 2019

Prepared by:

Elliott D. Pollack & Company
7505 East 6th Avenue, Suite 100
Scottsdale, Arizona 85251

Analysis of Potential Impact Fee Credits
Town of Queen Creek

Sumary of Conclusions

The purpose of this analysis is to assess the potential revenue that may be generated from new development to the Town's Operating Budget and whether that potential revenue should be viewed as a credit against imposed impact fees. An important principle of the Arizona impact fee legislation is that new development should not pay twice for the cost of growth-related facilities – once through impact fees and again through taxes, fees, or other revenue sources that are collected by a city or town and devoted to growth-related improvements.

The Town's total revenue in real 2018 dollars on a per capita basis is forecasted to decline in the future. As a result, there will be no surplus in the revenue sources of the Operating Budget for growth-related capital improvements. In addition, the non-dedicated revenue attributable to new development over the next five years represents approximately 10% of revenue from all sources. These funds will be used for operations and needed maintenance and repair of existing facilities.

The Town of Queen Creek's five-year forecast of operating revenues, expenses, and depreciation illustrates the net operating resources that will be available to the Town in the near term. Depreciation expense is essentially a proxy for Town assets that are declining in value from normal wear and tear and eventually will need to be replaced. As noted in the following table, net operating resources, after subtracting expenditures and depreciation, are negative indicating there will be no surplus in the Operating Budget for growth-related capital improvements.

Forecast of Revenue, Expenses & Depreciation FY19 - FY 24
Town of Queen Creek

	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24
Operating Revenues	$61,249,272	$68,033,035	$72,432,400	$76,738,500	$81,633,200	$87,011,910
Operating Expenses	$69,437,651	$67,397,475	$68,735,828	$70,653,560	$79,763,438	$82,407,999
Annual Deprecation	$10,777,414	$11,855,156	$13,040,671	$14,344,738	$15,779,212	$17,357,134
Total Operating Expenses & Depreciation	$80,215,065	$79,252,631	$81,776,499	$84,998,298	$95,542,650	$99,765,133
Net Operating Resources	**($18,965,793)**	**($11,219,596)**	**($9,344,099)**	**($8,259,798)**	**($13,909,450)**	**($12,753,223)**

Source: Town of Queen Creek

In summary, any revenue that may be generated from new development to the Town's Operating Budget will be used for operations and needed maintenance, repair, and replacement of existing facilities. New development occurring in Queen Creek in the future will not pay twice for the cost of growth-related facilities.

Purpose of Report

The purpose of this analysis is to assess the potential revenue that may be generated from new development to the Town's Operating Budget and whether that potential revenue should be viewed as a credit against imposed impact fees. An important principle of the Arizona impact fee legislation is that new development should not pay twice for the cost of growth-related facilities – once through impact fees and again through taxes, fees, or other revenue sources that are collected by a city or town and devoted to growth-related improvements. To avoid any double payment if it occurs, impact fees should be reduced through analysis of the jurisdiction's budget and financial records. The sections of the Arizona Revised Statutes (ARS) that address this situation are shown below.

> *9-463.05.B.12.*
>
> *The municipality shall forecast the contribution to be made in the future in cash or by taxes, fees, assessments or other sources of revenue derived from the property owner towards the capital costs of the necessary public service covered by the development fee and shall include these contributions in determining the extent of the burden imposed by the development. Beginning August 1, 2014, for purposes of calculating the required offset to development fees pursuant to this subsection, if a municipality imposes a construction contracting or similar excise tax rate in excess of the percentage amount of the transaction privilege tax rate imposed on the majority of other transaction privilege tax classifications, the entire excess portion of the construction contracting or similar excise tax shall be treated as a contribution to the capital costs of necessary public services provided to development for which development fees are assessed, unless the excess portion was already taken into account for such purpose pursuant to this subsection.*

> *9-463.05.E.7.*
>
> *A forecast of revenues generated by new service units other than development fees, which shall include estimated state-shared revenue, highway users revenue, federal revenue, ad valorem property taxes, and construction contracting or similar excise taxes attributable to development based on the approved land use assumptions, and a plan to include these contributions in determining the extent of the burden imposed by the development as required in subsection B, paragraph 12 of this section.*

The methodology used for this analysis is to track operating budget and other revenues that are generated by new residential and commercial development and determine if certain revenues ultimately flow to capital accounts that support the construction of growth-related facilities. The impact fee legislation states which revenues to consider in this analysis: state-shared revenue, highway user's revenue, federal revenue, ad valorem property taxes, and construction contracting or similar excise taxes.

An offset against impact fees is often required when new development is contributing to a funding source that is used to fund the same growth-related improvements as impact fees. There

are several circumstances when a credit or offset may be justified to the impact fees assessed against new development:

- If the community imposes a construction sales tax rate that is more than the transaction privilege tax rate imposed on other sales tax classifications. Under State statute, the excess portion of the construction sales tax is treated as a contribution to the capital costs of necessary public services provided to new development and is considered a credit towards the imposition of impact fees. Queen Creek has a differential construction sales tax rate of 2.0% imposed on new construction in addition to the 2.25% sales tax imposed on retail sales. The differential rate is dedicated for the construction of new roads. **As a result, the Town specifically treats the revenue generated from the 2.0% construction sales tax rate as an offset to the transportation impact fee and directs it to the Town's Capital Improvement Program (CIP).**
- New development will be paying impact fees for a level of service that is higher than the current level of service. In order to correct the existing deficiency in the level of service, revenues generated by new development could contribute to upgrading the level of service for existing development. **Queen Creek's impact fee analysis is not assuming a higher level of service; fees are based on the current level of service.**
- New development will be generating revenue that is used to retire debt on existing facilities serving existing development. At the same time, new development will also be paying for facilities that will serve them through impact fees. Essentially, this is a double payment requiring an offset or credit against impact fees. **Queen Creek is not using excise taxes, state shared revenues or any other revenues generated from new development to retire existing debt. The Town is meeting its debt service requirements without any new sources of revenue.**

For the Town of Queen Creek, collections from several of the revenue sources that are required to be evaluated under ARS 9-463.05.E.7. are dedicated for specific purposes not related to infrastructure serving new development. Those sources include:

- Property Tax: The Town currently has only one primary property tax levy of $1.95 per $100 of assessed value dedicated to Public Safety operations (fire and police). Property tax assessed values and property tax revenues are not able to keep pace with rising operating expenditures requiring these costs to be funded by other revenue sources.
- Sales Tax: Of the Town's 2.25% sales tax rate, 0.25% is dedicated to Public Safety operations. In addition, studies of spending patterns in the Town demonstrate that approximately 38% of sales at retail stores and 47% of spending at restaurants are generated from persons living outside the Town boundaries. A forecast of future revenues will include a deduction for non-resident spending. (See Appendix for analysis of non-resident retail and restaurant spending).

- HURF: The Town dedicates Highway User Revenues to maintenance of existing roadways and streets. None of these funds are used for capital improvements related to new growth.

As required by ARS 9-463.05.E.7., a forecast of estimated future revenues that will be attributable to new development for the Town of Queen Creek is shown Table 1 which includes both historic and forecasted revenues. The forecast starts with a five-year estimate of the future population and employment growth of the Town and expected revenues from sales taxes, construction sales taxes, state share revenues, HURF and property taxes. Revenues are then reduced to a per capita estimate (which includes population and/or employment); the sales tax forecast is also reduced for non-resident spending.

The last section of the table displays the future revenue that may be attributable to new development. Values are derived by multiplying the per capita revenue estimate by the annual increase in population and/or employment. Revenue is expressed in both nominal dollars (inflated) and real or current 2018 dollars. From FY2019 through FY2024, revenue attributable to new development will average nearly $8.8 million each year. In current 2018 dollars, average annual revenue is $8.1 million.

Table 1

Estimated Revenue Attributable to New Development
Town of Queen Creek - Operating Budget

	Historic Growth					Forecast					
Queen Creek Historic Growth and Forecast:	**FY14**	**FY15**	**FY16**	**FY17**	**FY18**	**FY19**	**FY20**	**FY21**	**FY22**	**FY23**	**FY24**
Population	31,187	34,614	38,362	41,920	48,500	51,800	54,700	58,000	62,500	68,100	74,200
Employment	5,609	6,226	6,900	7,540	8,723	9,317	9,838	10,432	11,241	12,248	13,345
Total Queen Creek	36,796	40,840	45,262	49,460	57,223	61,117	64,538	68,432	73,741	80,348	87,545
Annual Increase in Population & Employment	**2,417**	**4,043**	**4,422**	**4,198**	**7,763**	**3,894**	**3,422**	**3,894**	**5,309**	**6,607**	**7,197**
Revenues:	**FY14**	**FY15**	**FY16**	**FY17**	**FY18**	**FY19**	**FY20**	**FY21**	**FY22**	**FY23**	**FY24**
Sales Tax (Excluding Construction)	$9,226,085	$12,653,010	$13,987,191	$16,019,929	$17,783,660	$21,153,542	$24,002,200	$25,682,400	$27,480,200	$29,403,800	$31,462,100
Sales Tax - Non-Resident Spending Reduction (See Appendix)	($2,447,964)	($2,738,146)	($2,741,489)	($2,995,727)	($4,801,588)	($5,711,456)	($6,480,594)	($6,934,248)	($7,419,654)	($7,939,026)	($8,494,767)
Sales Tax - Resident Spending	$6,778,121	$9,914,864	$11,245,702	$13,024,202	$12,982,072	$15,442,086	$17,521,606	$18,748,152	$20,060,546	$21,464,774	$22,967,333
Sales Tax - Construction	$1,864,865	$4,760,428	$5,295,678	$7,274,551	$6,152,340	$5,480,160	$5,500,000	$5,665,000	$5,700,000	$5,800,000	$5,899,900
State Shared Sales and Income Tax/ VLT	$6,179,115	$6,628,715	$6,589,268	$8,781,117	$9,662,234	$8,570,400	$11,805,700	$13,090,600	$14,369,200	$15,902,800	$16,627,500
HURF	$1,492,216	$1,637,127	$1,742,531	$2,235,438	$2,467,000	$2,531,700	$2,542,900	$2,623,400	$2,705,700	$2,790,600	$2,874,300
Property Tax	$3,739,042	$4,323,971	$4,866,564	$5,462,547	$6,189,464	$6,962,176	$8,343,200	$9,163,800	$9,999,700	$10,981,000	$12,158,800
Total Revenues	**$20,053,359**	**$27,265,105**	**$29,739,743**	**$36,777,855**	**$37,453,110**	**$38,986,522**	**$45,713,406**	**$49,290,952**	**$52,835,146**	**$56,939,174**	**$60,527,833**
Per Capita Revenues:	**FY14**	**FY15**	**FY16**	**FY17**	**FY18**	**FY19**	**FY20**	**FY21**	**FY22**	**FY23**	**FY24**
Sales Tax (Excluding Construction)	$251	$310	$309	$324	$311	$346	$372	$375	$373	$366	$359
Sales Tax - Non-Resident Spending Reduction	($67)	($67)	($61)	($61)	($84)	($93)	($100)	($101)	($101)	($99)	($97)
Sales Tax - Resident Spending	$184	$243	$248	$263	$227	$253	$271	$274	$272	$267	$262
Sales Tax - Construction	$772	$1,177	$1,198	$1,733	$792	$1,408	$1,607	$1,455	$1,074	$878	$820
State Shared Sales and Income Tax/ VLT	$198	$192	$172	$209	$199	$165	$216	$226	$230	$234	$224
HURF	$48	$47	$45	$53	$51	$49	$46	$45	$43	$41	$39
Property Tax*	$102	$106	$108	$110	$108	$114	$129	$134	$136	$137	$151
Total Revenues	**$1,303**	**$1,765**	**$1,771**	**$2,369**	**$1,378**	**$1,988**	**$2,271**	**$2,134**	**$1,754**	**$1,556**	**$1,496**
Revenue Attributable to New Development	**FY14**	**FY15**	**FY16**	**FY17**	**FY18**	**FY19**	**FY20**	**FY21**	**FY22**	**FY23**	**FY24**
Sales Tax	$606,066	$1,252,726	$1,366,560	$1,359,707	$2,412,711	$1,347,619	$1,272,512	$1,461,240	$1,978,574	$2,417,934	$2,586,507
Sales Tax - Non-Resident Spending Reduction	($160,808)	($271,093)	($267,846)	($254,265)	($651,432)	($363,857)	($343,578)	($394,535)	($534,215)	($652,842)	($698,357)
Sales Tax - Resident Spending	$445,258	$981,633	$1,098,715	$1,105,442	$1,761,279	$983,762	$928,933	$1,066,705	$1,444,359	$1,765,092	$1,888,150
Sales Tax - Construction	$1,864,865	$4,760,428	$5,295,678	$7,274,551	$6,152,340	$5,480,160	$5,500,000	$5,665,000	$5,700,000	$5,800,000	$5,899,900
State Shared Sales and Income Tax/ VLT	$332,266	$656,284	$643,777	$745,306	$1,310,876	$545,991	$625,896	$744,810	$1,034,582	$1,307,719	$1,366,951
HURF	$80,240	$162,086	$170,247	$189,735	$334,698	$161,286	$134,816	$149,262	$194,810	$229,477	$236,297
Property Tax	$245,620	$428,100	$475,467	$463,639	$839,725	$443,536	$442,327	$521,389	$719,978	$902,990	$1,089,114
Total Revenue in Nominal Dollars	**$2,968,249**	**$6,988,530**	**$7,683,884**	**$9,778,672**	**$10,398,919**	**$7,614,735**	**$7,631,972**	**$8,147,166**	**$9,093,731**	**$10,005,277**	**$10,480,412**
Total Revenue in Real 2018 Dollars					**$10,398,919**	**$7,421,365**	**$7,257,729**	**$7,570,541**	**$8,260,115**	**$8,892,626**	**$9,122,234**

Sources: Town of Queen Creek, AZ OEO, MAG

As noted earlier in this memo, several revenue sources are dedicated to certain uses or, as in the case of the construction sales tax, must treated as a credit towards the imposition of impact fees. Dedicated revenues are property taxes, HURF, and 0.25% of the 2.25% Town sales tax rate.

Table 2 outlines the total non-dedicated revenue attributable to new development from FY2019 to FY2024. These revenues represent, on average, from 11.3% to 10.2% of the total operating revenue expected to be generated by the Town. This amount of non-dedicated funds will be directed by the Town to such uses as operations and non-impact fee eligible capital needs such as maintenance, repair, and replacement. In addition, per capita total revenue from all sources in real dollars, taking into account the effect of inflation, is forecasted to decline over the next five years.

Table 2

Non-Dedicated Revenues Attributable to New Development
Town of Queen Creek - Operating Budget

Revenue Attributable to New Development	FY19	FY20	FY21	FY22	FY23	FY24
Sales Tax	$1,347,619	$1,272,512	$1,461,240	$1,978,574	$2,417,934	$2,586,507
Sales Tax - Non-Resident Spending Reduction	($363,857)	($343,578)	($394,535)	($534,215)	($652,842)	($698,357)
Sales Tax - Resident Spending	$983,762	$928,933	$1,066,705	$1,444,359	$1,765,092	$1,888,150
Sales Tax - Dedicated 0.25% Tax Rate	($109,307)	($103,215)	($118,523)	($160,484)	($196,121)	($209,794)
Sales Tax Non-Dedicated	**$874,455**	**$825,719**	**$948,182**	**$1,283,875**	**$1,568,970**	**$1,678,356**
Sales Tax - Construction (Construction tax is dedicated to Transportation)	$5,480,160	$5,500,000	$5,665,000	$5,700,000	$5,800,000	$5,899,900
State Shared Sales and Income Tax/ VLT	**$545,991**	**$625,896**	**$744,810**	**$1,034,582**	**$1,307,719**	**$1,366,951**
HURF (All funds are dedicated to road maintenance)	-	-	-	-	-	
Property Tax (All tax collections dedicated to public safety)	-	-	-	-	-	
Total Non-Dedicated Revenue in Nominal Dollars	**$6,900,606**	**$6,951,615**	**$7,357,992**	**$8,018,457**	**$8,676,690**	**$8,945,206**
Total Revenue From All Sources in Nomimal Dollars	**$61,249,272**	**$68,033,035**	**$72,432,400**	**$76,738,500**	**$81,633,200**	**$87,011,910**
Non-Dedicated Revenue as Percent of Total Revenue	**11.3%**	**10.2%**	**10.2%**	**10.4%**	**10.6%**	**10.3%**
Total Revenue From All Sources in Real 2018 Dollars	**$59,693,896**	**$64,696,951**	**$67,305,910**	**$69,703,938**	**$72,555,060**	**$75,735,857**
Total Per Capita Revenue From All Sources in Real 2018 Dollars	**$977**	**$1,002**	**$984**	**$945**	**$903**	**$865**

Sources: Town of Queen Creek, AZ OEO, MAG

With per capita total revenue in real dollars forecasted to decline in the future, there will be no surplus in the Operating Budget revenue sources for growth-related capital improvements. In addition, the non-dedicated revenue attributable to new development over the next five years represents approximately 5% of revenue from all sources. These funds will be used for operations and needed maintenance and repair of existing facilities.

In addition, the Town of Queen Creek's five-year forecast of operating revenues, expenses, and depreciation illustrates the net operating resources that will be available to the Town in the near term. Depreciation expense is essentially a proxy for Town assets that are declining in value from normal wear and tear and eventually will need to be replaced. As noted on Table 3, net operating resources, after subtracting expenditures and depreciation, are negative indicating there will be no surplus in the Operating Budget for growth-related capital improvements.

Table 3

Forecast of Revenue, Expenses & Depreciation FY19 - FY 24
Town of Queen Creek

	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24
Operating Revenues	$61,249,272	$68,033,035	$72,432,400	$76,738,500	$81,633,200	$87,011,910
Operating Expenses	$69,437,651	$67,397,475	$68,735,828	$70,653,560	$79,763,438	$82,407,999
Annual Deprecation	$10,777,414	$11,855,156	$13,040,671	$14,344,738	$15,779,212	$17,357,134
Total Operating Expenses & Depreciation	$80,215,065	$79,252,631	$81,776,499	$84,998,298	$95,542,650	$99,765,133
Net Operating Resources	**($18,965,793)**	**($11,219,596)**	**($9,344,099)**	**($8,259,798)**	**($13,909,450)**	**($12,753,223)**

Source: Town of Queen Creek

In summary, any revenue that may be generated from new development to the Town's Operating Budget will be used for operations and needed maintenance, repair, and replacement of existing facilities. New development occurring in Queen Creek in the future will not pay twice for the cost of growth-related facilities.

Appendix – Analysis of Town of Queen Creek Taxable Retail and Restaurant & Bar Sales

Analysis of Town of Queen Creek Taxable Retail and Restaurant & Bar Sales

Prepared for:

Town of Queen Creek

February 2019

Prepared by:

Elliott D. Pollack & Company
7505 East 6th Avenue, Suite 100
Scottsdale, Arizona 85251

Retail and Restaurant & Bar Sales Tax Analysis
Town of Queen Creek

Purpose of Study

The purpose of the study is to evaluate taxable retail and restaurant & bar (R&B) sales in the Town of Queen Creek and how much spending may be occurring in the community by non-residents. In order to conduct this study, a variety of documents were collected and reviewed including those from the Arizona Department of Revenue, Comprehensive Annual Financial Reports from Queen Creek and other nearby cities, budget documents, and sales tax data from the Town's Finance Department.

Summary of Findings

Queen Creek has an extremely healthy retail market that is supported by the spending of non-residents. The Town has a well-rounded selection of retail and restaurant offerings that makes the community a destination for residents of Mesa (the Eastmark and Cadence communities), Gilbert, and the San Tan Valley. Overall, this analysis for FY2018 shows that:

- Approximately 38% of taxable retail sales are estimated to come from non-residents of Queen Creek.
- An estimated 47% of R&B sales also comes from non-residents.
- Approximately 30% of taxable grocery spending comes from non-residents.
- This analysis suggests that there is leakage of Town resident spending for entertainment purposes outside of the community.

Overall, non-residents contributed approximately $5.4 million in sales tax revenue to Queen Creek in Fiscal Year 2018.

Additional findings of this study include the following.

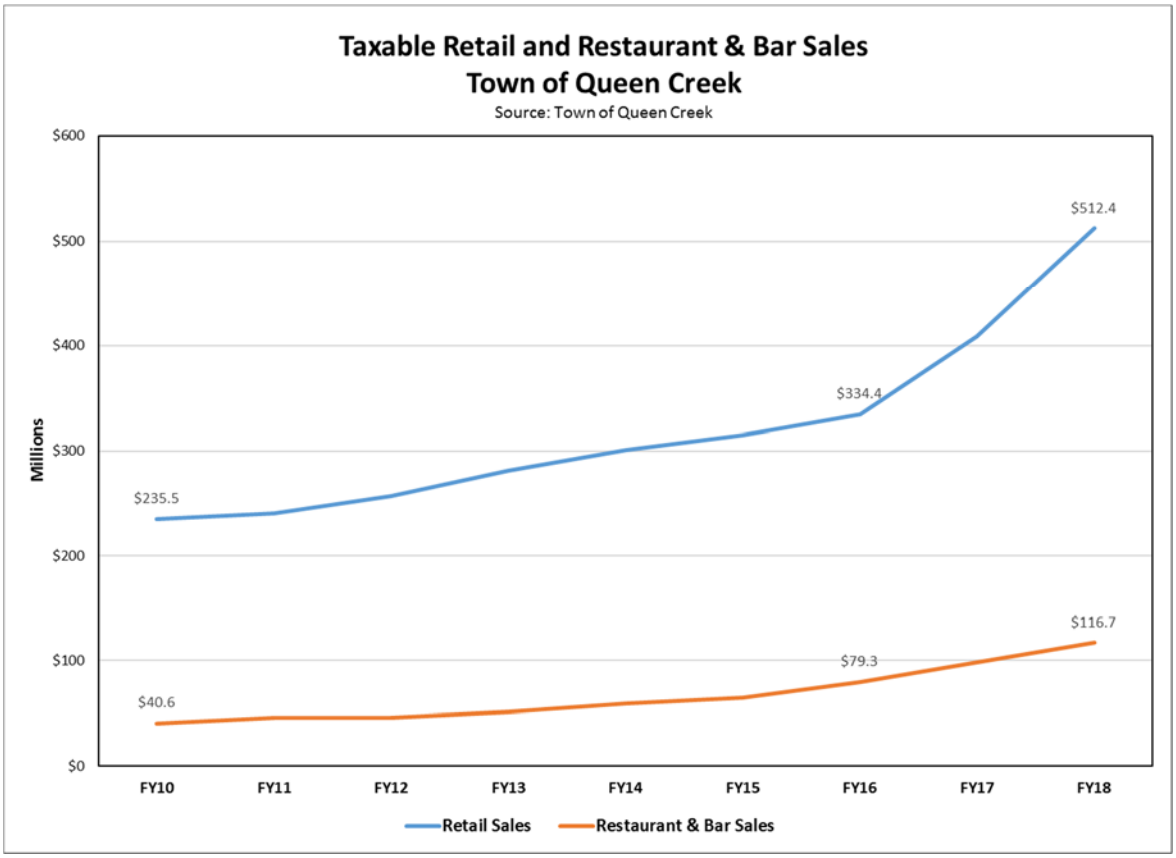
- While there appears to be a significant inflow of retail spending to Queen Creek by non-residents, there is likely leakage of spending by Town residents for certain retail goods. Those goods include autos, furniture, electronics, and other big-ticket items that cannot be purchased at brick and mortar stores in Queen Creek. The opening of Queen Creek's first auto dealership will help to meet some of this need. This leakage appears to be offset by spending by non-residents.
- The Town has, whether on purpose or by happenstance, placed a number of retail shopping centers on the Town's western border which attracts non-residents from Gilbert and Chandler. This approach has worked well for Queen Creek by generating retail sales from non-residents.

- The Town needs to recognize that the retail market in and surrounding Queen Creek will change over time. As Eastmark and Cadence continue to evolve and the San Tan Valley matures, retailers will follow population growth and homebuilding. This will likely affect retail spending in Queen Creek in the distant future, something that the Town should recognize and plan for.

Retail & Restaurant/Bar Taxable Sales History

Overall, Queen Creek's retail sector appears extremely healthy. As the following chart demonstrates, the Town has experienced significant increases in its taxable retail and restaurant & bar sales since FY2010. Retail sales have increased at an average compounded annual rate of 10.2% over the last eight years reaching $512 million in FY2018. Restaurant & bar sales increased at an even higher annual rate of 14.1%. In FY2018 alone, taxable retail sales increased by 25%. By comparison, the rate of inflation since 2010 has averaged less than 2.0%.

Chart 1



Queen Creek's per capita taxable sales also shows very healthy trends for a growing suburban community. Table 1 (on the following page) compares Queen Creek's sales per capita to those of Arizona, Maricopa County, and nearby communities in FY2018. Also noted on the table is the

average household income of each jurisdiction. Retail trade takes into account all sales of retail goods, not only from local establishments, but also E-Commerce transactions. The Town's per capita taxable retail sales is higher than the state-wide average and only slightly lower than the county-wide estimate. It is lower than the per capita averages for Chandler and Gilbert which are much larger in population with very mature retail sectors. Goodyear was included in the chart to compare to a growing suburban community that has a less mature retail market.

An important consideration in comparing per capita retail sales among nearby cities is the fact that Queen Creek only has only one auto dealership, an Earnhardt Chrysler, Dodge, Jeep, Ram outlet that opened in FY2018. Sales tax revenue from that dealership just started to benefit the Town for a portion of FY 2018. By comparison, Chandler, Gilbert, and Goodyear all have several dealerships and generate significant revenue from auto sales. The fact that Queen Creek's taxable sales are above $10,000 per person and nearly equal to the county average demonstrates the current health of its retail sector.

Queen Creek's restaurant & bar (R&B) sales are higher than Gilbert's and just slightly lower than Chandler's. The Town's R&B sales are above the state-wide and county-wide averages.

Table 1

FY2018 Per Capita Taxable Sales

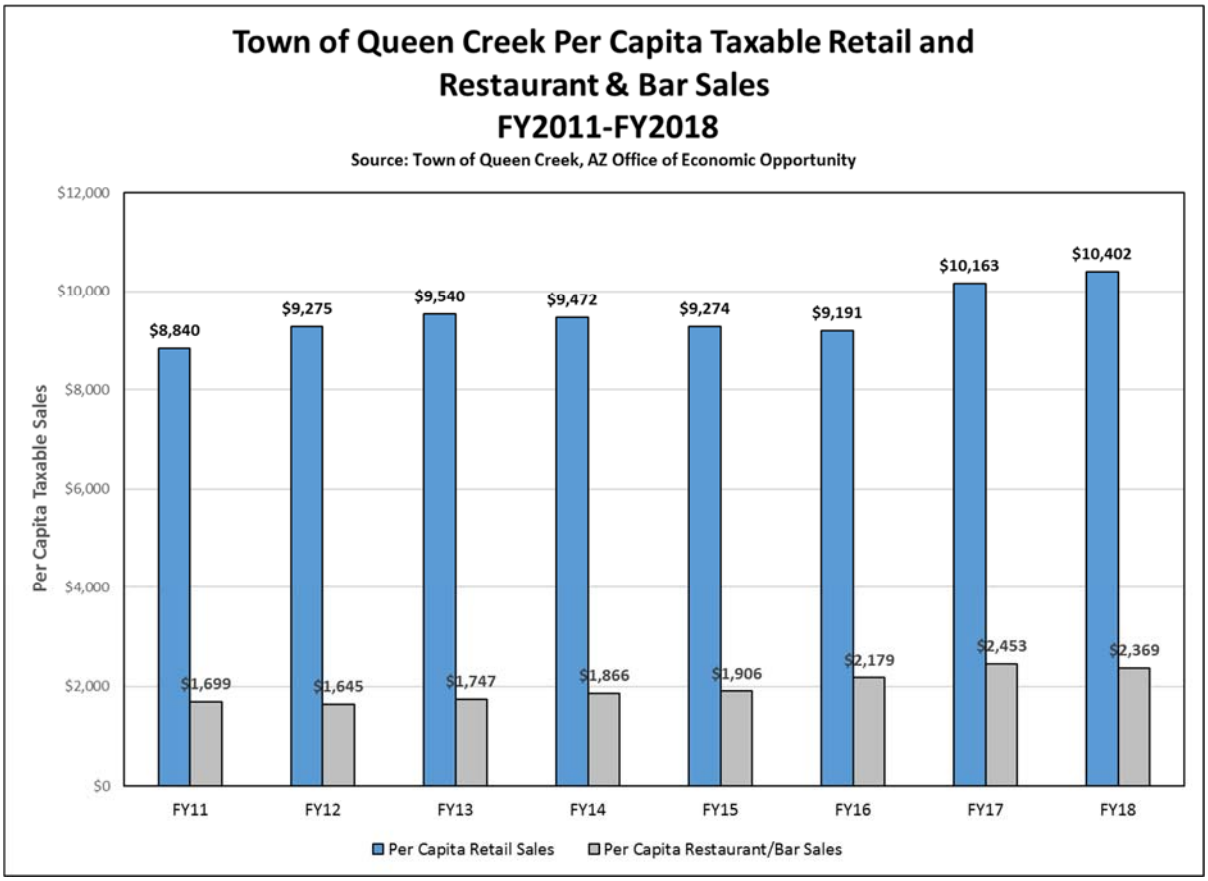
Jurisdiction	Population	Average Household Income	Per Capita Taxable Sales	
			Retail Trade	Restaurants and Bars
Arizona	7,076,199	$70,432	$9,529	$2,028
Maricopa County	4,294,460	$77,004	$10,941	$2,338
Phoenix	1,597,738	$69,216	$9,717	$2,317
Chandler	262,322	$92,550	$12,331	$2,586
Gilbert	253,036	$100,867	$14,060	$2,012
Goodyear	84,659	$87,435	$9,158	$4,048
Queen Creek	**49,261**	**$109,131**	**$10,402**	**$2,369**

Sources: City Budgets and CAFRs, AZ OEO, American Community Survey 2012-2016 Mean Income Est.

Chart 2 on the following page illustrates the change in per capita taxable retail and R&B sales in Queen Creek from FY2011 through FY2018. Per capita sales have varied each year, but must be evaluated relative to the increase in population experienced by the Town from year to year. Essentially, in some years, the Town's population was increasing faster than its retail and restaurant sectors. However, in FY2017 there was a significant boost in taxable sales leading to

a significant increase in the per capita estimate of more than $10,000 as new retail stores and restaurants were opened.

Chart 2



Analysis of Taxable Retail Sales From Non-Residents

In order to estimate the amount of retail sales that may be generated from persons living outside the community, the U.S. Consumer Expenditure Survey (CES) was analyzed to determine the spending patterns of a typical household. Retail and restaurant spending is primarily dependent on household income with, quite logically, higher income residents spending more than moderate or lower income residents. The Queen Creek average household income of $109,131 is from the U.S. Census, American Community Survey 2012-2016 5-Year Estimates and is the basis for the spending analysis.

The following Table 2 outlines the initial assumptions of the analysis. The Town's estimated population of 49,261 persons is derived from the Arizona Office of Economic Opportunity (OEO). At 3.37 persons per household, the town has 14,618 households.

The CES suggests that the typical household earning $109,000 spends an average of $19,201 per year on retail goods that produce sales taxes (Source: CES Table 1203 3rd Quarter 2016 through 2nd Quarter 2017). This estimate does not include spending on the purchase of autos. Retail spending is divided between grocery items and non-grocery items. R&B and amusement/entertainment spending are also outlined on Table 2. Spending per household is multiplied by the number of households to produce potential spending. Estimated retail and grocery spending from Queen Creek residents is $280.7 million; R&B spending is $61.4 million. Amusements spending is estimated at $15.7 million.

Table 2

Forecasted Retail & Restaurant Spending Per Household
Fiscal Year 2018
Town of Queen Creek

2018 Queen Creek Population	49,261
Persons/Household	3.37
Households	14,618
Average Household Income	$109,131

Spending Category	Spending Per Household	% of Income	Potential Spending
Forecasted Retail & Grocert Spending	$19,201	17.59%	$280,670,760
Retail Spending Less Groceries	$14,510	13.30%	$212,100,033
Grocery Spending	$4,691	4.30%	$68,570,727
Forecasted Restaurant Spending	$4,199	3.85%	$61,378,914
Forecasted Amusement Spending	$1,074	0.98%	$15,699,203

Sources: Town of Queen Creek, US Consumer Expenditure Survey, US Census

Table 3 on the following page provides the comparison of potential retail spending by Town residents to reported taxable sales. A surplus of spending indicates that there is an influx of retail spending by persons living outside the community. A deficit or negative number indicates that Town residents are spending a certain amount of money outside the community known as **retail leakage**. Taxable retail sales for the Town have been reduced to account for E-Commerce or internet sales that do not occur at local retail establishments. The Town estimates taxable E-Commerce sales at $58.2 million in FY2018.

Overall, approximately 38% of taxable retail sales are forecasted to come from non-residents. Likewise, 47% of R&B sales also come from non-residents. This indicates that Queen Creek's retail establishments and restaurants are a destination for persons living outside of Town boundaries.

Non-resident spending most likely comes from residents of the San Tan Valley and Mesa, particularly the Eastmark and Cadence developments located just north of Queen Creek Town limits, which do not yet have substantial retail development to provide goods and services to residents of those developments. To a lesser extent, some spending also comes from residents of Gilbert.

Table 3

Estimated Resident & Non-Resident Retail Spending
Fiscal Year 2018
Town of Queen Creek

Spending Category	Queen Creek Taxable Sales	Queen Creek Resident Spending	Surplus (Deficit)	Percent Non-Resident Spending
Estimated Taxable Retail Spending	$454,196,618	$280,670,760	$173,525,858	38.2%
Retail Spending Less Groceries	$355,717,508	$212,100,033	$143,617,475	40.4%
Grocery Spending	$98,479,110	$68,570,727	$29,908,383	30.4%
Estimated Restaurant/Bar Spending	$116,686,243	$61,378,914	$55,307,329	47.4%
Estimated Amusement Spending	$13,577,840	$15,699,203	($2,121,363)	-15.6%

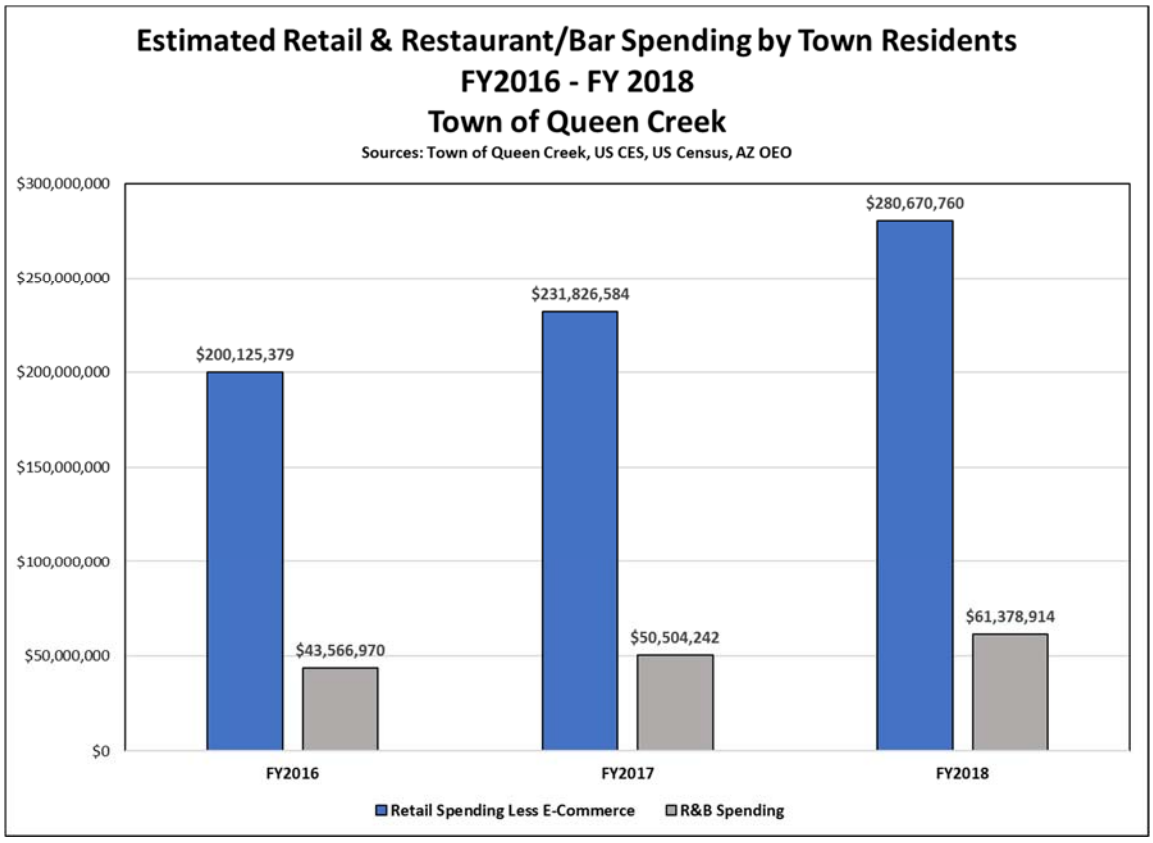
Note: Taxable retail sales have been reduced by estimated E-Commerce or internet sales that do not occur at local stores.

Sources: Town of Queen Creek, U.S. Consumer Expenditure Survey, U.S. Census

Grocery spending shows a different pattern with only 30% of taxable spending coming from non-residents. This is a logical pattern of spending since most households buy groceries near their homes rather than traveling long distances to stores. However, the presence of Walmart, Target, and Sprouts in Queen Creek assists in attracting non-residents to the community for grocery goods. The spending pattern for amusements suggests that Town residents are leaving the community for entertainment.

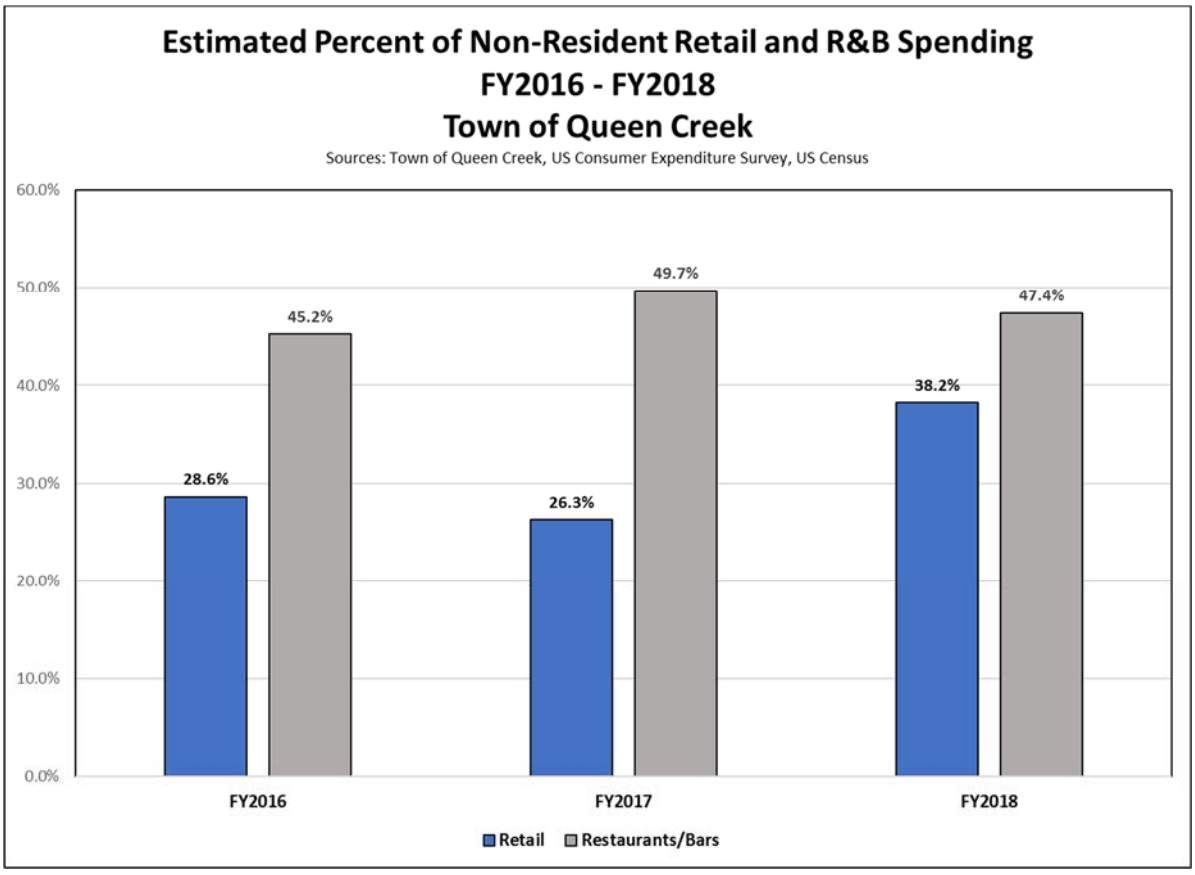
Retail and R&B spending in Queen Creek by Town residents from FY2016 through FY2018 is shown on Chart 3 on the following page. Retail spending in FY2018 increased by an estimated 21.1% over FY2017. Restaurant & bar spending also increased by 21.5%. It should be noted, however, that spending estimates are dependent on forecasts of population growth in the community. Today those forecasts vary between several sources including the Town of Queen Creek, the Maricopa Association of Governments and the Arizona Office of Economic Opportunity.

Chart 3



An estimate of the historic level of non-resident spending in Queen Creek from FY2016 through FY2018 is shown on Chart 4 on the next page using the same methodology outlined previously. Non-resident retail spending increased by almost 12 percentage points in FY2018 to 38%. In prior years, non-resident spending was in the mid to high 20% range. Restaurant & bar spending has been in the mid-forty percent range over the last three years. The increase in non-resident spending in FY2018 may be related to the opening of additional retail centers in Queen Creek, the lack of development of retail centers in adjacent communities, and extensive residential development occurring in Eastmark, Cadence, and the San Tan Valley.

Chart 4



Conclusions

The above analysis suggests that Queen Creek has an extremely healthy retail market and is, in many cases, a destination for non-residents by virtue of the community's well-rounded retail and restaurant offerings. The following is a summary of the major findings.

- While there appears to be a significant inflow of retail spending to Queen Creek by non-residents, there is likely leakage of spending by Town residents for certain retail goods. Those goods include autos, furniture, electronics, and other big-ticket items that cannot be purchased at brick and mortar stores in Queen Creek. The opening of Queen Creek's first auto dealership will help to meet some of this need. This leakage appears to be offset by spending by non-residents.
- The Town has, whether on purpose or by happenstance, placed a number of retail centers on the Town's western border which attracts non-residents from Gilbert and Chandler. Those centers include two grocery stores, a Home Depot, and numerous smaller retailers. This approach has worked well for Queen Creek.
- The Town needs to recognize that the retail market in and surrounding Queen Creek will change over time. As Eastmark and Cadence continue to evolve and the San Tan Valley matures, retailers will follow population growth and homebuilding. This will likely affect

retail spending in Queen Creek in the distant future, something that the Town should recognize and plan for.

APPENDIX O

Nonresidential Development Fees Definitions
The following definitions, as defined by the Development Services Director, are to be used in assessing development impact fees. The final determination shall be made by the Development Services Director or his/her designee.

Building Area

The total areas taken on a horizontal plane at the mean grade level of the principal buildings and all accessory buildings, exclusive of uncovered porches, terraces, steps, roof overhangs, and balconies.

Industrial Buildings

Buildings used for product assemblage, dis-assemblage, processing, manufacturing, research and development, warehousing, storing, distribution, fabrication, finishing, packaging, minerals extraction and production, repairing, maintenance facilities, and self-storage facilities. Building Code Occupancies F-1, F-2, S-1, and S-2.

Office Buildings

Buildings used for professional, managerial, administrative, and business functions including, accounting, marketing, information/data processing, consulting, human resources, financial, insurance, educational, charter and public schools, day care, churches, and medical. Building Code Occupancies: A-3, B, E, I-1, I-2; and I-3.

Commercial Buildings

Buildings used for the assembly of people, the promotion, distribution, display, and sale of products or services to the public either in person or via electronic media, including retail, mercantile, department stores, drug stores, markets, theaters, restaurants, event venues, entertainment venues, recreational uses, and motor vehicle fuel dispensing stations. Building Code Occupancies A-1, A-2, A-3, A-4, A-5, B, and M.

Refined Residential Development Fees Categories

Residential (per dwelling unit)

- Single Family – A structure containing cooking and bathing facilities that is arranged, designed, and intended to be the residence of one (1) family.
- Multi-Family (2+) – A structure arranged, designed, and intended to be the residence of more than one (1) family, with each family having independent cooking and bathing facilities.

Development Categorized Under Proposed Land Use Type

Industrial	Commercial/Retail	Office and Other
Airport and Aircraft	Amusement Park	Administrative Office
Cement Plants	Art Gallery	Animal Hospital/Kennel/Pound
Custom Manufacturing	Athletic Club	Bank
Hazardous Waste Facility	Automobile Dealer	Chapel
Incineration of Garbage or Organic	Automobile Body Shop	Church
Light Assembly	Automobile Repair	Communications Building/Center
General Manufacturing	Bar/Tavern	Community Center .
Slaughterhouse	Barber Shop	Convalescent Hospital/Home
Medical Marijuana	Beauty Shop	Credit Union
Metal Refining/Smelting	Boutiques	Daycare
Oil Refinery	Bowling Alley	Educational - Elementary School
Recycling Facility	Car Wash - public	Educational - Jr. High School
Salvage and Wrecking	Department Store	Educational - Above Grade 12
Tanneries	Drug Store	Educational - High School
Warehousing and Storage	Fast Food Restaurant	Financial Institution
	Fitness Club	Fire Station
	Gas Station Canopy	Group care facility (> than 10
	Gasoline Fueling Station	Hospital - Full Service
	Golf Course	Medical Clinic
	Golf Course (miniature)	Municipal Office
	Golf Course pro shop	Museum
	Grocery Store	Police Station
	Hair Salon	Professional Office
	Health Club	Recreation Center
	Hotel	Rectory
	Mall Complex	Seminary
	Machine Shop - retail pub	Synagogue
	Motel	Television/Radio Station
	Movie Theater	Waste Water Treatment Plant
	Print Shop Retail/Public	Water Treatment Plant
	Resort	
	Restaurant	
	Retail Shop	
	Retail Strip Center	
	Skating Rink	

WILLDAN

27368 Via Industria, Suite 200
Temecula, California 92590-4856
800.755.6864 | Fax: 888.326.6864
951.587.3500 | Fax: 951.587.3510
www.willdan.com