



City of Nampa
Special Council Meeting
May 7, 2018
5:30 PM

Call to Order

Roll Call

Proposed Amendments to Agenda

Any Items Added Less Than 48 Hours Prior to the Meeting Are Added by Council Motion at This Time

New Business

1) Impact Fee Presentation - Anne Wescott

Adjourn

Next Meeting

Regular Council at 6:30 p.m. – Monday, May 7, 2018 - City Council Chambers

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- ◆ Individuals, who require language interpretation or special assistance to accommodate physical, vision, hearing impairments, please contact the City Clerk's Office at Nampa City Hall, (208) 468-5426. Requests should be made at least five (5) days prior to the meeting to allow time to arrange accommodations

Paying for Growth: Impact Fees in the City of Nampa

May 7, 2018



BRINGING EVERYONE ONTO THE SAME PAGE

What are impact fees?
Why does Nampa have them?
What can they pay for?
What is Nampa's impact fee history?



What Are Impact Fees?

Fees paid by new development projects as a condition of permit approval to support capital infrastructure needed to serve the proposed development.

Fees are calculated to cover a proportionate share of the capital cost for that infrastructure.

Cannot be used to cure deficiencies, or pay for operating expenses.



When Are Impact Fees Worth Considering?

- When new growth is putting stress on the city's ability to continue to provide the current level of city services
- When capital infrastructure needed to support new development cannot be funded through existing revenue sources
- When exactions are not fairly recovering the cost of new capital needed for development, or exaction negotiations are inconsistent
- When existing residents and businesses believe that growth might not be "paying its own way."



Some Policy Questions

- What is our current level of service? Do we want to continue the current level of service? Can we afford to continue our current level of service?
- Who should pay for the capital necessary to continue this level of service for new growth? New development? Existing taxpayers? Both?
- Will charging impact fees impact economic development, affordable housing?



When Can We Use Impact Fees?

For capital infrastructure necessitated by growth:

1. **Expansion** of facilities to accommodate new development (e.g., construction and equipping of new fire stations in growth areas). These costs are impact fee eligible.
2. **Betterment** of facilities, or implementation of new services (e.g., development of a fire training center for the first time). These costs may be partially impact fee eligible.
3. **Repair** and **replacement** of facilities (i.e., standard periodic investment in existing facilities such as replacing a leaky fire station roof). These costs are not impact fee eligible.



**Numerator: what you need to build or buy
to support future growth**

÷

Denominator: who is coming
(# of residential units/non-residential square feet)

=

Full Cost Recovery Impact Fee per unit



Nampa's Impact Fee History

- Fees first adopted around 2003-2004; methodology was overly cumbersome, numerous appeals
- Galena/BBC updated parks, streets, fire and police CIP and impact fees in 2006 and again in 2009
- Streets fees were only collecting intersections and bridges, as transportation master plan/CIP had not been completed
- Comprehensive Transportation Plan was completed in 2012 and Galena updated streets impact fees to recover intersections, bridges and *roadway capacity projects*. To fund these additional projects, streets fees would have increased significantly.
- City decided not to include roadway capacity projects in the fee calculations as growth was uncertain, and General Fund was unable to commit its portion of resources to fund the infrastructure. New development would pay for these projects with exactions.



Nampa's Impact Fee History - continued

- Galena updated police, fire parks and streets fees in 2016
- Parks fees stayed relatively constant. Fire fees increased because the cost of building a new station had increased significantly since the previous study.
- Police fees were discontinued as there was nearly \$1M in fund balance and no plans for any significant facility to be built that would be eligible for impact fees. This fund balance will be spent down for other eligible police capital items.
- Streets fees were calculated to include intersections, bridges and *roadway capacity projects*. Adding these roadway projects would have significantly increased streets impact fees.



Nampa's Impact Fee History - continued

- In addition, because roadway improvements are most always partially growth-related (impact fee eligible) and partially replacement (not impact fee eligible), including these projects created a significant liability for the City.
- Mayor and City Council determined it would be more in alignment with their strategic plan to invest available General Funds in the replacement and repair of existing local streets, rather than using that funding to built roadway projects to increase capacity.
- Roadway projects were removed from the streets impact fee calculations; new development would continue to pay for these projects through exactions.
- Periodic updates of Streets CIP as agreements are updated with IDT to share costs on major intersection projects.



UNDERSTANDING THE FEES NAMPА CHARGES NOW

What are they based on?
Are they still relevant?
Should they be updated?



OUTDATED Growth Assumptions – 2015-2025

	2015	2025	Net Growth	Net Growth in Square Feet ⁽¹⁾	Percent of Total Growth in SF
Population	84,821	97,301	12,480		
Residential (in units)	29,458	34,553	5,095	7,934,015	83%
<i>Single-Family</i>	25,039	28,679	3,640	6,624,236	69%
<i>Multi-Family</i>	4,419	5,874	1,455	1,309,779	14%
Nonresidential (in square feet)	10,248,776	11,894,123	1,645,347	1,645,347	17%
<i>Retail</i>	4,406,974	5,229,647	822,673	822,673	9%
<i>Office</i>	1,434,829	1,763,898	329,069	329,069	3%
<i>Industrial</i>	4,406,974	4,900,578	493,604	493,604	5%
			Total Square Footage Growth =	9,579,362	100%

These projections were very conservative; now estimating current population above 100,000 projected to grow by 21,000 over the next 10 years



Current Fire 10-Year Capital Improvement Plan 2016-2025

Type of Capital Infrastructure	CIP Value	Nampa Portion	Growth Portion	Amount to Include in Fees	Amount from Other Sources	Amount from Fire District
Facilities						
Fire Station #6	\$ 900,000	100%	100%	\$ 900,000	\$ -	
Vehicles						
1 Engine for Fire Station #6	\$ 425,000	84%	100%	\$ 357,000	0	\$ 68,000
Additional Truck for growth citywide (station TBD)	\$ 750,000	84%	50%	\$ 315,000	0	\$ 435,000
Growth related support vehicles	\$ 228,000	84%	100%	\$ 191,520	0	\$ 36,480
Scheduled apparatus/vehicle replacement	\$ 4,354,000	100%	0%	\$ -	\$ 4,354,000	
Equipment						
SCBA Replacement	\$ 400,000	100%	0%	\$ -	\$ 400,000	
Station #1 Air Compressor	\$ 45,000	100%	0%	\$ -	\$ 45,000	
1 additional Cardiac Monitor	\$ 23,000	100%	100%	\$ 23,000	\$ -	
Cardiac Monitor Replacement - 1 per year	\$ 252,500	100%	0%	\$ -	\$ 252,500	
Growth-Related Research - Standard of Cover	\$ 40,000	100%	100%	\$ 40,000	\$ -	
	\$ 7,417,500			\$ 1,826,520		
Plus Impact Fee Study	\$ 6,188	100%	100%	\$ 6,188	\$ -	
Minus Impact Fee Fund Balance	695,729			\$ 695,729		
TOTAL GROWTH RELATED CIP	\$ 6,727,959			\$ 1,136,979	\$ 5,051,500	\$ 539,480



Current Fire Impact Fee Calculation

Impact Fee Calculation - City Limits	
Amount to Include in Fee Calculation	\$1,136,979
Distribution of Future Land Use Growth	
Residential	83%
Nonresidential	17%
Future Assets by Land Use	
Residential	\$ 941,692
Nonresidential	\$ 193,286
Future Land Use Growth	
Residential	5,095
Nonresidential	1,645,347
Impact Fee per Unit	
Residential	\$ 185
Nonresidential	\$ 0.12

Fee is low compared to other jurisdictions; usually \$500-\$600 for a City Fire Department per house.

- Station #6 was undersized
- Station #7 also needed to keep response times from increasing but was deferred
- Costs to build a station are much higher now
- Another \$500k of growth related capital not recovered in fees because it relates to fire district



Fire District Impact Fees - Update

- Fire Districts in Ada/Canyon County facing some of the most significant growth in the valley. They only have one source of revenue – property taxes – which are not growing fast enough to fund new stations and additional staff.
- Districts can assess impact fees, but they need the City/County to collect them for the District.
- 10 Fire Districts, including Nampa Fire Protection District are currently preparing impact fee studies to present to the cities/counties they serve and request collection
- By developing fire impact fees for the City and District together, growth in the unincorporated area can “pay its share”



DRAFT: Combined City/District Updated Fire CIP

Type of Capital Infrastructure	CIP Value	Growth Portion	Amount to Include in Fees	Amount from Other Sources
Facilities				
Fire Station #6 - Southwest	\$ 3,000,000	100%	\$ 3,000,000	\$ -
Fire Station #7 - Southeast	\$ 4,000,000	100%	\$ 4,000,000	\$ -
Acquisition of Land for Station #2 Relocation	\$ 100,000	28%	\$ 28,412	\$ 71,588
Vehicles				
1 Engine for Fire Station #6	\$ 650,000	100%	\$ 650,000	\$ -
Ambulance for Fire Station #6	\$ 185,000	100%	\$ 185,000	\$ -
1 Engine for Fire Station #7	\$ 650,000	100%	\$ 650,000	\$ -
Growth related support vehicles	\$ 228,000	100%	\$ 228,000	\$ -
Scheduled apparatus/vehicle replacement	\$ 4,606,500	0%	\$ -	\$ 4,606,500
Equipment				
SCBA Replacement	\$ 600,000	0%	\$ -	\$ 600,000
SCBA for Stations #6 and #7				
Station #1 Air Compressor	\$ 45,000	0%	\$ -	\$ 45,000
2 additional Cardiac Monitors	\$ 46,000	100%	\$ 46,000	\$ -
Cardiac Monitor Replacement - 1 per year	\$ 252,500	0%	\$ -	\$ 252,500
Growth-Related Research - Standard of Cover update	\$ 40,000	100%	\$ 40,000	\$ -
	\$ 14,403,000		\$ 8,827,412	\$ 5,575,588
Plus Impact Fee Study	\$ 6,000	100%	\$ 6,000	\$ -
Minus Impact Fee Fund Balance	1,205,546	100%	\$ 1,205,546	\$ -
TOTAL GROWTH RELATED CIP	\$ 13,203,454		\$ 7,627,866	



DRAFT: Combined City/District Updated Fire Fee

Amount to Include in Impact Fee Calculation	\$7,627,866
Percentage of Future Growth	
Residential	86%
Non Residential	14%
Amount Attributable to Future Growth	
Residential	\$ 6,580,904
Non Residential	\$ 1,046,962
Future Growth 2017-2026	
Residential (per unit)	11,691
Non Residential (per square foot)	4,091,989
Impact Fee	
Residential (per unit)	\$ 563
Non Residential (per square foot)	\$ 0.26

Building 2 new stations will allow Nampa Fire to keep current level of service as City/District grows

Fee would increase to levels currently being assessed in Boise and Meridian

New developments in unincorporated area would pay the same fee



Current Police 10-Year Capital Improvement Plan

Type of Capital Infrastructure	Square Footage	CIP Value	Growth Portion	Amount to Include in Fees	Amount from Other Sources
Facilities					
Space for 17 additional officers needed to support growth		\$ 2,158,032	100%	\$ 663,138	\$ -
Vehicles					
TRT Bus Replacement		\$ 50,000	0%	\$ -	\$ 50,000
Negotiation Command Vehicle		\$ 250,000	0%	\$ -	\$ 250,000
Mobile Command Unit - additional for growth		\$ 250,000	50%	\$ 125,000	\$ 125,000
Total Infrastructure		\$ 2,708,032		\$ 788,138	
Plus Impact Fee Study		\$ 6,188	100%	\$ 6,188	\$ -
Plus Standard of Cover Analysis		\$ 25,000	50%	\$ 12,500	\$ 12,500
Minus Fund Balance		\$ 806,825		\$ 806,825	
TOTAL GROWTH RELATED CIP		\$ 1,932,395		\$ -	\$ 437,500

This CIP reflects a decision on the part of the Mayor and Police Chief to absorb the growth-related space needs for 17 new officers within the current available space at a much lower cost than building new space, even though the cost to build new space is entirely impact fee eligible. The City will use remaining impact fee fund balance in the Police account and discontinue assessing impact fees for Police.



Current Police Impact Fee Calculation

Impact Fee Calculation - City Limits Only		
Amount to Include in Fee Calculation		\$0
Distribution of Future Land Use Growth		
Residential		83%
Nonresidential		17%
Future Assets by Land Use		
Residential	\$	-
Nonresidential	\$	-
Future Land Use Growth		
Residential		5,095
Nonresidential		1,645,347
Impact Fee per Unit		
Residential	\$	-
Nonresidential	\$	-



Current Parks 10-Year Capital Improvement Plan

Type of Capital Infrastructure	CIP Value ⁽¹⁾	Growth Portion	acres	Amount to Include in Fees	Amount from Other Sources
New Park Acreage ⁽¹⁾					
47 new park acres to continue level of service of 3.8 acres per 1,000 ⁽²⁾	\$ 7,359,162	100%	47	\$ 7,359,162	\$0
158 new park acres to improve level of service to 6 acres per 1,000	\$ 34,286,030	0%	218	\$ -	\$34,286,030
Parks Amenities					
1 pool to serve new growth	\$ 2,000,000	100%		\$ 2,000,000	
1 Skate park	\$ 200,000	16%		\$ 32,040	\$167,960
Equipment and Vehicles					
Growth related equipment and vehicles	\$ 175,776	100%		\$ 175,776	
Non-growth related equipment and vehicles	\$ 818,934	0%		\$ -	\$818,934
Total Infrastructure	\$ 44,839,902			\$ 9,566,978	\$35,272,924
Plus Cost of Fee-Related Research					
Impact Fee Study	\$ 6,618	100%		\$ 6,618	
Minus Existing Assets					
Fund Balance	\$ 2,010,589	100%		\$ 2,010,589	
Undeveloped Park Acreage (82 undeveloped acres * \$15,000/acre)	\$ 1,237,200	100%		\$ 1,237,200	
Grand Total	\$ 41,598,731			\$ 6,325,807	



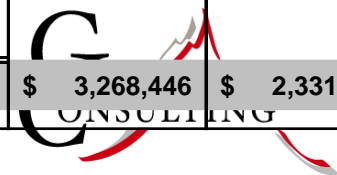
Current Parks Impact Fee Calculation

Impact Fee Calculation	
Amount to Include in Fee Calculation ⁽¹⁾	\$ 6,325,807
Distribution of Future Land Use Growth ⁽²⁾	
Residential	100%
Nonresidential	0%
Future Assets by Land Use	
Residential	\$ 6,325,807
Nonresidential	\$ -
Future Land Use Growth ⁽²⁾	
Residential	5,095
Nonresidential	-
Impact Fee per Unit	
Residential	\$ 1,242
Nonresidential	\$ -



Current Streets 10-Year Capital Improvement Plan

Type of Capital Infrastructure	CIP Value	Growth Portion	Amount to Include in Fees	Amount from Other Sources	Amount from ITD
Intersections					
Roosevelt and Midland	\$ 700,000	100%	\$ 700,000	\$ -	\$ -
7th Street South and 11th Avenue South	\$ 500,000	100%	\$ 500,000	\$ -	\$ -
Garry Boulevard and Stamm Lane	\$ 1,260,982	100%	\$ 378,295	\$ -	\$ 882,687
Garry Boulevard and 39th Avenue North	\$ 1,100,000	55%	\$ 605,000	\$ 495,000	\$ -
Northside Boulevard and 4th Street North	\$ 848,000	100%	\$ 848,000	\$ -	\$ -
Karcher Bypass and Midland Boulevard	\$ 2,069,090	100%	\$ 620,727	\$ -	\$ 1,448,363
Lake Lowell Avenue and Midland Boulevard	\$ 1,106,216	20%	\$ 221,243	\$ 884,972	\$ -
Karcher and Franklin Boulevard	\$ 1,672,307	47%	\$ 785,984	\$ 886,323	\$ -
Bridges and Culverts					
Franklin Boulevard (0.20 miles south of Ustick)	\$ 478,332	18%	\$ 85,730	\$ 392,603	\$ -
East Greenhurst (0.10 miles east of Southside)	\$ 604,004	61%	\$ 367,273	\$ 236,731	\$ -
East Victory Road (280 feet east of Sugar Street)	\$ 478,332	63%	\$ 301,328	\$ 177,004	\$ -
Ustick Road (55 feet east of Madison)	\$ 523,145	63%	\$ 327,331	\$ 195,814	\$ -
	\$ 11,340,409		\$ 5,740,911	\$ 3,268,446	\$ 2,331,051
Plus Cost of Fee-Related Research					
City-Wide and Sub-Area Transportation Master Plan	\$ 500,000	100%	\$ 500,000	\$ -	\$ -
TIS Model Development	\$ 150,000	100%	\$ 150,000	\$ -	\$ -
Impact Fee Study	\$ 6,618	100%	\$ 6,618	\$ -	\$ -
Minus Existing Assets					
Fund Balance	\$ 1,535,071	100%	\$ 1,535,071		
Grand Total	\$ 10,461,956		\$ 4,862,458	\$ 3,268,446	\$ 2,331,051



Current Streets Impact Fee Calculation

Impact Fee Calculation	
Capital Improvement Plan Value	\$4,862,458
Future Land Use Percentages	
Single Family	28%
Multifamily	7%
Retail	60%
Office	3%
Industrial	1%
Allocated Value by Land Use Category	
Single Family	\$1,379,423
Multifamily	\$341,964
Retail	\$2,938,409
Office	\$157,765
Industrial	\$44,898
10-Year Growth from 2016 to 2025	
Single Family (total dwelling units)	3,640
Multifamily (total dwelling units)	1,455
Retail (in square feet)	822,673
Office (in square feet)	329,069
Industrial (in square feet)	493,604
Impact Fee by Land Use (rounded)	
Single Family (per dwelling unit)	\$379
Multifamily (per dwelling unit)	\$235
Retail (per square foot)	\$3.57
Office (per square foot)	\$0.48
Industrial (per square foot)	\$0.09

Land Use	New Development	Weighted Trip Generation Factor	Percent Distribution
Residential			
Single Family Units (*1.0)	3,640	3,640	28%
Multi-Family Units (*0.62)	1,455	902	7%
Nonresidential per 1,000 sf			
Retail (*9.42)	823	7,753	60%
Office (*1.27)	329	416	3%
Industrial (*0.24)	494	<u>118</u>	<u>1%</u>
Total		12,830	100%



Current Total Nampa Impact Fees and City Obligation

Police Fees		
Residential	\$	-
Nonresidential	\$	-
Fire Fees		
Residential	\$	185
Nonresidential	\$	0.12
Parks Fees		
Residential	\$	1,242
Nonresidential	\$	-
Streets Fees		
Single-Family	\$	379
Multi-Family	\$	235
Retail	\$	3.57
Office	\$	0.48
Industrial	\$	0.09

TOTAL IMPACT FEE		
Single-Family	\$	1,805
Multi-Family	\$	1,661
Retail	\$	3.69
Office	\$	0.60
Industrial	\$	0.21

	Required	Discretionary	Total
Police	\$ -	\$ 425,000	\$ 425,000
Fire	\$ -	\$ 5,051,500	\$ 5,051,500
Parks	\$ 167,960	\$35,104,964	\$ 35,272,924
Streets	\$2,462,109	\$0	\$ 2,462,109
TOTAL	\$ 2,630,070	\$ 40,581,464	\$ 43,211,533

vehicles
 apparatus and equipment replacement
 required: skate park; discretionary: LOS increase
 plus \$800k in operating funds

\$ 263,006.98 <-- Annual amount required over 10-year CIP period



Comparisons to Other Cities

FOR DISCUSSION PURPOSES ONLY

	City of Nampa	City of Caldwell	City of Boise/ ACHD	City of Meridian/ ACHD	City of Eagle/ Fire District/ ACHD	City of Star/ Fire District/ ACHD	City of Kuna/ Fire District/ ACHD	City of Middleton/ Fire/Parks District
Police								
per Residential Unit	\$ -	\$ 116	\$ 235	\$ 223	(District fees are draft) \$ -	(District fees are draft) \$ -	\$ -	(District fees are draft) \$ -
per Non-Residential sf	\$ -	\$ 0.12	\$ 0.20	\$ 0.12	\$ -	\$ -	\$ -	\$ -
Fire								
per Residential Unit	\$ 185	\$ 568	\$ 526	\$ 681	\$ 677	\$ 794	\$ 701	\$ 819
per Non-Residential sf	\$ 0.12	\$ 0.10	\$ 0.15	\$ 0.35	\$ 0.29	\$ 0.38	\$ 0.35	\$ 0.41
Parks								
per residential unit	\$ 1,242	\$ 925	\$ 1,390	\$ 1,113	\$ 1,333	\$ 2,050	\$ 983	\$ 2,000
Streets								
per single-family residential unit	\$ 379 *	exacted #	\$ 3,071	\$ 3,071	\$ 3,071	\$ 3,071	\$ 3,071	exacted #
per multi-family residential unit	\$ 235 *	exacted #	\$ 1,904	\$ 1,904	\$ 1,904	\$ 1,904	\$ 1,904	exacted #
per retail sf	\$ 3.57 *	exacted #	\$ 6.37 ^	\$ 6.37 ^	\$ 6.37 ^	\$ 6.37 ^	\$ 6.37 ^	exacted #
per office sf	\$ 0.48 *	exacted #	\$ 1.27	\$ 1.27	\$ 1.27	\$ 1.27	\$ 1.27	exacted #
per industrial sf	\$ 0.09 *	exacted #	\$ 0.43	\$ 0.43	\$ 0.43	\$ 0.43	\$ 0.43	exacted #
TOTAL								
per single-family residential unit	\$ 1,806	\$ 1,609	\$ 5,222	\$ 5,088	\$ 5,081	\$ 5,915	\$ 4,755	\$ 2,819
per multi-family residential unit	\$ 1,662	\$ 1,609	\$ 4,055	\$ 3,921	\$ 3,914	\$ 4,748	\$ 3,588	\$ 2,819
per retail sf	\$ 3.69	\$ 0.22	\$ 6.72	\$ 6.84	\$ 6.66	\$ 6.75	\$ 6.72	\$ 0.41
per office sf	\$ 0.60	\$ 0.22	\$ 1.61	\$ 1.74	\$ 1.56	\$ 1.65	\$ 1.62	\$ 0.41
per industrial sf	\$ 0.21	\$ 0.22	\$ 0.77	\$ 0.90	\$ 0.72	\$ 0.81	\$ 0.78	\$ 0.41

* Nampa only collects Streets impact fees for intersections and bridges/culverts; roadway impact is assessed via exaction at development agreement

^ ACHD fees are calculated on a general average for the purpose of the comparison; actual fees will vary

Roadway impact is collected via exaction for Streets improvements in Caldwell and Middleton; no street impact fees are assessed in Nampa by development agreement



What Does This All Mean?

Why Doesn't Nampa Have a Police Fee? In the last update Nampa had a large fund balance and no long term plans for more facilities. Therefore no fee could be assessed.

Should Nampa reinstate its Police Impact Fee? Only if it is planning/able to afford to hire enough new officers to keep its current ratio of officers to 1,000 population (approx. 27 officers over 10 years), and plans to build a new facility to house them

Why is Nampa's Fire Impact Fee so much lower than other jurisdictions? In the previous study a decision was made to only include one new station in 10 years instead of two. Most other jurisdictions have two stations in their CIPs. Growth estimates are much higher now: two stations could be included in the CIP and the cost could be collected within the City and District without the fee level surpassing other city fire impact fees.



What Does This All Mean?

Why are Nampa's Streets Impact Fees so much lower than most cities?

Nampa's streets impact fees are calculated based on different assumptions about which categories of capital projects should be collected via the impact fee versus through exactions.

Caldwell, Middleton and other Canyon County jurisdictions don't charge Streets Impact Fees at all. Instead, they recover a portion of the cost of growth-necessitated streets infrastructure through exactions (having the developer put in the infrastructure themselves as a condition of development approval). In this way, new development is paying for growth-related streets infrastructure – just not in an impact fee.

All of the cities in Ada County are within the Ada County Highway District. ACHD impact fees cover the growth-related portion of *all* necessary intersections, bridges and roadway capacity improvements. They charge the same fee to new development no matter what city you are in. The non-growth portion of any roadway improvement (i.e., rebuilding the center lanes of a road that is being widened for growth) is paid for with ACHD's General Funds.



What Does This All Mean?

What costs does Nampa currently recover in its Streets Impact Fees?

The City of Nampa currently uses a hybrid approach:

- The cost of growth-related intersections and bridges/culverts are recovered from new development through an impact fee.
- The cost of roadway capacity improvements (widening a road, adding a turn lane, building a new road, for example) are recovered for the most part through exactions as part of development agreements with the City.
- The Public Works Department has been very successful in obtaining significant amounts of funding from ITD for major capacity-increasing projects – with a relatively small match from General Fund revenues.
- This approach has allowed the City to allocate more of its Streets Fund/General Fund dollars toward local street reconstruction.



What Does This All Mean?

Should Nampa collect all of the costs of growth-related streets infrastructure through its impact fees like is done in Ada County?

There is no “right” answer. The City should consider the efficacy of its exactions process in getting needed infrastructure built, its ability to fund the non-growth portion of roadway capacity projects, its backlog of non-growth related infrastructure, the degree to which it can leverage ITD funding, the degree to which its current approach makes the City more/less competitive for development, etc.

The best case scenario is for the City to be able to complete its priority streets projects in a timely manner, and for those projects to be funded equitably between growth revenues (impact fees/exactions) and ongoing operations (General Fund revenues/other sources)

