



DRAFT Land Use Assumptions, Infrastructure Improvements Plan, and Development Fees

City Council Work Study Session

Glendale, Arizona

January 28, 2025

Bethesda, MD | 301.320.6900

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Overview

- **Development Fee Basics**
- **Land Use Assumptions (LUA)**
- **Infrastructure Improvements Plan (IIP)**
- **Proposed Fee Summary**
- **Proposed Fee Comparison**

- **One-time payment for growth-related infrastructure**
- **Collected when building permit issued**
- **Can't fund operations, maintenance, or replacement**
- **Not a tax, but a contractual arrangement to build infrastructure with three requirements:**
 - **Need** for infrastructure (system-level improvements, not project-level improvements)
 - **Benefit** to fee payer (service areas, accounting and expenditure controls)
 - **Proportionate** to demand
- **Level of Service (LOS)**
 - May not exceed what is provided to existing development
 - Higher LOS must be paired with non-development fee funding source to cover existing development's share

- **Cost Recovery Approach (Past)**
 - Future development is “buying in” to the cost the community has already incurred to provide growth-related capacity
 - Common in communities approaching buildout
- **Incremental Expansion Approach (Present)**
 - Formula-based approach based on existing levels of service
 - Fee is based on the current cost to replicate existing levels of service (i.e., replacement cost)
- **Plan-Based Approach (Future)**
 - Usually reflects an adopted CIP or master plan
 - Growth-related costs are more refined

- **Site Specific**
 - Developer constructs a capital facility included in fee calculations
- **Debt Service**
 - Avoid double payment due to existing or future bonds
- **Dedicated Revenues**
 - Property tax, local option sales tax, gas tax, etc.

- **Three Integrated Documents**
 - **Land Use Assumptions (LUA):** 10+ years
 - **Infrastructure Improvements Plan (IIP):** limited to 10 years
 - **Development Fees:** updated every 5 years
- **Limitations on Necessary Public Services**
 - **Library:** Limited to 10,000 square feet
 - **Parks:** 30 acres unless direct benefit to development
 - **Public Safety:** No regional training facilities
 - **Useful life of 3 or more years**

- **Adopted 2022**
 - Street
- **Adopted 2024**
 - Water
 - Wastewater
- **2025 Update**
 - Fire
 - Library
 - Parks
 - Police

Land Use
Assumptions (LUA)
& Infrastructure
Improvements
Plan (IIP)

- **March 2024:** Project Initiation Meeting
- **Dec 11:** Advertise (60 days)
- **Jan 28, 2025:** Work Session
- **Feb 11:** Public Hearing (30 days)
- **March 25:** Adoption

Development Fees

- **March 26:** Advertise (30 days)
- **May 15:** Public Hearing (30 days)
- **June 24:** Adoption (75 days)
- **Sept 8:** Fees Effective

Land Use Assumptions

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Multi-Family and Employment: Maricopa Association of Governments (MAG) 2023 Socioeconomic Projections
Single Family: Glendale staff based on available land

| Glendale, Arizona | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 | 2030 | 2031 | 2032 | 2033 | 2034 | 10-Year Increase |
|------------------------------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|------------------|
| | Base Year | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | |
| Population | 261,600 | 263,766 | 265,545 | 266,860 | 269,026 | 271,115 | 272,256 | 274,363 | 276,294 | 277,875 | 279,104 | 17,504 |
| Housing Units | | | | | | | | | | | | |
| Single Family | 67,500 | 67,947 | 68,315 | 68,586 | 69,034 | 69,465 | 69,577 | 69,784 | 69,974 | 70,129 | 70,249 | 2,750 |
| Multi-Family | 29,376 | 29,792 | 30,134 | 30,387 | 30,803 | 31,205 | 31,607 | 32,350 | 33,031 | 33,588 | 34,021 | 4,645 |
| Total | 96,875 | 97,739 | 98,449 | 98,973 | 99,837 | 100,670 | 101,184 | 102,134 | 103,004 | 103,717 | 104,270 | 7,395 |
| Employment | | | | | | | | | | | | |
| Industrial | 22,292 | 23,837 | 25,382 | 26,927 | 28,471 | 30,016 | 31,561 | 32,353 | 33,144 | 33,936 | 34,727 | 12,435 |
| Commercial | 27,841 | 28,259 | 28,676 | 29,093 | 29,510 | 29,927 | 30,344 | 30,473 | 30,601 | 30,730 | 30,858 | 3,017 |
| Office & Other Services | 30,230 | 30,970 | 31,710 | 32,450 | 33,191 | 33,931 | 34,671 | 35,431 | 36,191 | 36,952 | 37,712 | 7,482 |
| Institutional | 10,378 | 10,570 | 10,762 | 10,955 | 11,147 | 11,340 | 11,532 | 11,629 | 11,725 | 11,822 | 11,918 | 1,540 |
| Total | 90,741 | 93,636 | 96,530 | 99,425 | 102,319 | 105,214 | 108,108 | 109,885 | 111,661 | 113,438 | 115,215 | 24,474 |
| Nonres. Floor Area (x1,000) | | | | | | | | | | | | |
| Industrial | 28,946 | 30,281 | 31,616 | 32,951 | 34,285 | 35,620 | 36,955 | 37,639 | 38,322 | 39,006 | 39,690 | 10,744 |
| Commercial | 13,113 | 13,310 | 13,506 | 13,703 | 13,899 | 14,096 | 14,292 | 14,353 | 14,413 | 14,474 | 14,534 | 1,421 |
| Office & Other Services | 9,281 | 9,508 | 9,735 | 9,962 | 10,190 | 10,417 | 10,644 | 10,877 | 11,111 | 11,344 | 11,578 | 2,297 |
| Institutional | 3,425 | 3,488 | 3,552 | 3,615 | 3,679 | 3,742 | 3,806 | 3,837 | 3,869 | 3,901 | 3,933 | 508 |
| Total | 54,765 | 56,587 | 58,409 | 60,231 | 62,052 | 63,874 | 65,696 | 66,706 | 67,715 | 68,725 | 69,735 | 14,970 |

- **Service Area**
 - Citywide
- **Fee Components**
 - Fire Facilities: Incremental
 - Fire Apparatus: Incremental
- **10-Year Demand**
 - Fire Facilities: 12,000 square feet, \$6.9 million
 - Fire Apparatus: \$3.2 million

Proposed Fire Fees

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| Fee Component | Cost per Person | Cost per Trip |
|------------------------|-----------------|----------------|
| Fire Facilities | \$211.31 | \$61.30 |
| Fire Apparatus | \$97.44 | \$28.27 |
| Development Fee Report | \$1.29 | \$0.12 |
| Total | \$310.04 | \$89.69 |

| Residential Fees per Development Unit | | | | | |
|---------------------------------------|------------------|------------------------------------|---------------|--------------|------------|
| Development Type | Development Unit | Persons per Dev. Unit ¹ | Proposed Fees | Current Fees | Difference |
| Single Family | Housing Unit | 2.97 | \$921 | \$655 | \$266 |
| Multi-Family | Housing Unit | 2.01 | \$623 | \$433 | \$190 |

| Nonresidential Fees per Development Unit | | | | | |
|--|------------------|--|---------------|--------------|------------|
| Development Type | Development Unit | Vehicle Trips per Dev. Unit ¹ | Proposed Fees | Current Fees | Difference |
| Industrial | 1,000 Sq Ft | 1.69 | \$152 | \$106 | \$46 |
| Commercial | 1,000 Sq Ft | 12.21 | \$1,095 | \$789 | \$306 |
| Office & Other Services | 1,000 Sq Ft | 5.42 | \$486 | \$308 | \$178 |
| Institutional | 1,000 Sq Ft | 7.45 | \$668 | \$408 | \$260 |
| Assisted Living | Bed | 1.30 | \$117 | N/A | N/A |
| Lodging | Room | 4.00 | \$359 | N/A | N/A |

1. See Land Use Assumptions

- **Service Area**
 - Citywide
- **Fee Components**
 - Library Facilities: Incremental
- **10-Year Demand**
 - Library Facilities: 2,900 square feet, \$2.5 million

Proposed Library Fees

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| Fee Component | Cost per Person | Cost per Job |
|------------------------|-----------------|----------------|
| Library Facilities | \$118.02 | \$17.91 |
| Development Fee Report | \$1.61 | \$0.06 |
| Total | \$119.63 | \$17.97 |

| Residential Fees per Development Unit | | | | | |
|---------------------------------------|------------------|------------------------------------|---------------|--------------|------------|
| Development Type | Development Unit | Persons per Dev. Unit ¹ | Proposed Fees | Current Fees | Difference |
| Single Family | Housing Unit | 2.97 | \$355 | \$195 | \$160 |
| Multi-Family | Housing Unit | 2.01 | \$240 | \$129 | \$111 |

| Nonresidential Fees per Development Unit | | | | | |
|--|------------------|---------------------------------|---------------|--------------|------------|
| Development Type | Development Unit | Jobs per Dev. Unit ¹ | Proposed Fees | Current Fees | Difference |
| Industrial | 1,000 Sq Ft | 1.16 | \$21 | \$9 | \$12 |
| Commercial | 1,000 Sq Ft | 2.12 | \$38 | \$19 | \$19 |
| Office & Other Services | 1,000 Sq Ft | 3.26 | \$58 | \$24 | \$34 |
| Institutional | 1,000 Sq Ft | 3.03 | \$54 | \$7 | \$47 |
| Assisted Living | Bed | 0.61 | \$11 | N/A | N/A |
| Lodging | Room | 0.56 | \$10 | N/A | N/A |

1. See Land Use Assumptions

- **Service Area**
 - Citywide
- **Fee Components**
 - Park Amenities: Incremental
- **10-Year Demand**
 - Park Amenities: \$8.5 million

Proposed Parks and Recreational Fees

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| Fee Component | Cost per Person | Cost per Job |
|------------------------|-----------------|----------------|
| Park Amenities | \$400.44 | \$60.76 |
| Development Fee Report | \$1.61 | \$0.06 |
| Total | \$402.05 | \$60.82 |

| Residential Fees per Development Unit | | | | | |
|---------------------------------------|------------------|------------------------------------|---------------|--------------|------------|
| Development Type | Development Unit | Persons per Dev. Unit ¹ | Proposed Fees | Current Fees | Difference |
| Single Family | Housing Unit | 2.97 | \$1,194 | \$936 | \$258 |
| Multi-Family | Housing Unit | 2.01 | \$808 | \$618 | \$190 |

| Nonresidential Fees per Development Unit | | | | | |
|--|------------------|---------------------------------|---------------|--------------|------------|
| Development Type | Development Unit | Jobs per Dev. Unit ¹ | Proposed Fees | Current Fees | Difference |
| Industrial | 1,000 Sq Ft | 1.16 | \$70 | \$48 | \$22 |
| Commercial | 1,000 Sq Ft | 2.12 | \$129 | \$97 | \$32 |
| Office & Other Services | 1,000 Sq Ft | 3.26 | \$198 | \$123 | \$75 |
| Institutional | 1,000 Sq Ft | 3.03 | \$184 | \$38 | \$146 |
| Assisted Living | Bed | 0.61 | \$37 | N/A | N/A |
| Lodging | Room | 0.56 | \$34 | N/A | N/A |

1. See Land Use Assumptions

- **Service Area**
 - Citywide
- **Fee Components**
 - Police Facilities: Incremental
 - Police Vehicles: Incremental
 - Police Equipment: Incremental
- **10-Year Demand**
 - Police Facilities: 4,000 square feet, \$4.2 million
 - Police Vehicles: \$1.6 million
 - Police Equipment: \$1.8 million

Proposed Police Fees

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| Fee Component | Cost per Person | Cost per Trip |
|------------------------|-----------------|----------------|
| Police Facilities | \$129.10 | \$37.45 |
| Police Vehicles | \$50.40 | \$14.62 |
| Police Equipment | \$55.68 | \$16.15 |
| Development Fee Report | \$1.29 | \$0.12 |
| Total | \$236.47 | \$68.34 |

| Residential Fees per Development Unit | | | | | |
|---------------------------------------|------------------|------------------------------------|---------------|--------------|------------|
| Development Type | Development Unit | Persons per Dev. Unit ¹ | Proposed Fees | Current Fees | Difference |
| Single Family | Housing Unit | 2.97 | \$702 | \$719 | (\$17) |
| Multi-Family | Housing Unit | 2.01 | \$475 | \$475 | \$0 |

| Nonresidential Fees per Development Unit | | | | | |
|--|------------------|--|---------------|--------------|------------|
| Development Type | Development Unit | Vehicle Trips per Dev. Unit ¹ | Proposed Fees | Current Fees | Difference |
| Industrial | 1,000 Sq Ft | 1.69 | \$115 | \$117 | (\$2) |
| Commercial | 1,000 Sq Ft | 12.21 | \$834 | \$867 | (\$33) |
| Office & Other Services | 1,000 Sq Ft | 5.42 | \$370 | \$339 | \$31 |
| Institutional | 1,000 Sq Ft | 7.45 | \$509 | \$448 | \$61 |
| Assisted Living | Bed | 1.30 | \$89 | N/A | N/A |
| Lodging | Room | 4.00 | \$273 | N/A | N/A |

1. See Land Use Assumptions

Fee Summary (Excludes Street & Utility Fees)

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Proposed

| Development Type | Development Unit | Fire | Library | Parks & Recreational | Police | Proposed Fees |
|-------------------------|------------------|---------|---------|----------------------|--------|---------------|
| Single Family | Housing Unit | \$921 | \$355 | \$1,194 | \$702 | \$3,172 |
| Multi-Family | Housing Unit | \$623 | \$240 | \$808 | \$475 | \$2,146 |
| Industrial | 1,000 Sq Ft | \$152 | \$21 | \$70 | \$115 | \$358 |
| Commercial | 1,000 Sq Ft | \$1,095 | \$38 | \$129 | \$834 | \$2,096 |
| Office & Other Services | 1,000 Sq Ft | \$486 | \$58 | \$198 | \$370 | \$1,112 |
| Institutional | 1,000 Sq Ft | \$668 | \$54 | \$184 | \$509 | \$1,415 |
| Assisted Living | Bed | \$117 | \$11 | \$37 | \$89 | \$254 |
| Lodging | Room | \$359 | \$10 | \$34 | \$273 | \$676 |

Current

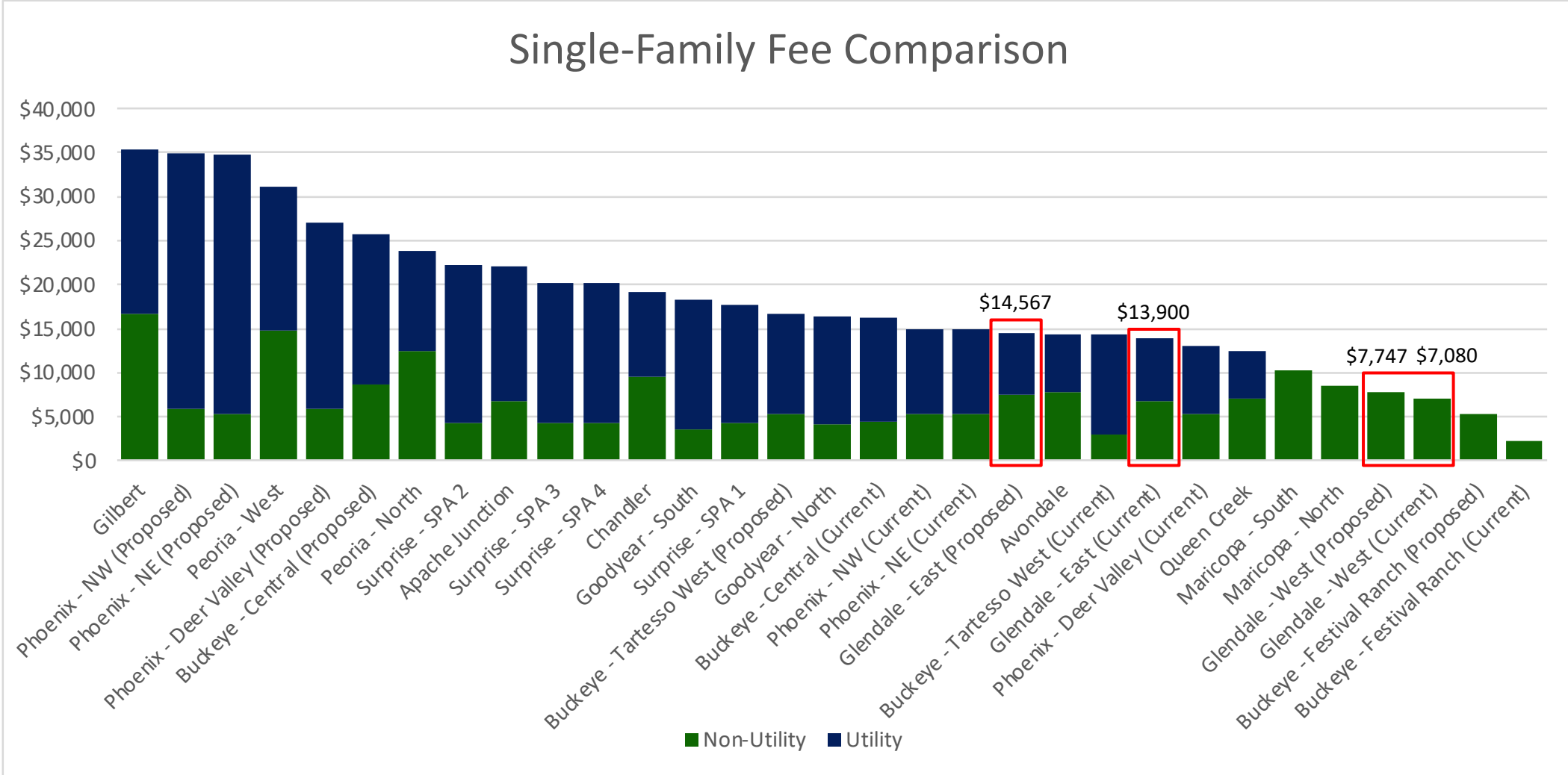
| Development Type | Development Unit | Fire | Library | Parks & Recreational | Police | Current Fees |
|-------------------------|------------------|-------|---------|----------------------|--------|--------------|
| Single Family | Housing Unit | \$655 | \$195 | \$936 | \$719 | \$2,505 |
| Multi-Family | Housing Unit | \$433 | \$129 | \$618 | \$475 | \$1,655 |
| Industrial | 1,000 Sq Ft | \$106 | \$9 | \$48 | \$117 | \$280 |
| Commercial | 1,000 Sq Ft | \$789 | \$19 | \$97 | \$867 | \$1,772 |
| Office & Other Services | 1,000 Sq Ft | \$308 | \$24 | \$123 | \$339 | \$794 |
| Institutional | 1,000 Sq Ft | \$408 | \$7 | \$38 | \$448 | \$901 |

Increase / (Decrease)

| Development Type | Development Unit | Fire | Library | Parks & Recreational | Police | Difference |
|-------------------------|------------------|-------|---------|----------------------|--------|------------|
| Single Family | Housing Unit | \$266 | \$160 | \$258 | (\$17) | \$667 |
| Multi-Family | Housing Unit | \$190 | \$111 | \$190 | \$0 | \$491 |
| Industrial | 1,000 Sq Ft | \$46 | \$12 | \$22 | (\$2) | \$78 |
| Commercial | 1,000 Sq Ft | \$306 | \$19 | \$32 | (\$33) | \$324 |
| Office & Other Services | 1,000 Sq Ft | \$178 | \$34 | \$75 | \$31 | \$318 |
| Institutional | 1,000 Sq Ft | \$260 | \$47 | \$146 | \$61 | \$514 |

Single-Family Fee Comparison

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Single-Family Fee Comparison (Non-Utility Only)

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Single-Family Fee Comparison (Non-Utility Only)

