



INFORMATIONAL MEMORANDUM

TO: **Finance Committee**

FROM: **Peggy McCarthy, Finance Director**

BY: **Richard Takechi, Fiscal Coordinator**

CC: **Mayor Ekberg**

DATE: **August 16, 2017**

SUBJECT: **Fire and Park Impact Fee Update Project**

ISSUE

Brief the Finance Committee on the Fire and Park Impact Fee Update project.

BACKGROUND

RCW 82.02.050 and WAC 365-196-850 authorize the collection of impact fees by cities and counties planning under the Growth Management Act (GMA). Impact fees are assessed against new development projects to assist in funding new or expanded public facilities due to increased demand caused by the development. These fees are a one-time charge and can be assessed on both residential and commercial/industrial development. These fees can only be used for system improvements, and not for repairs and maintenance or facility deficiencies.

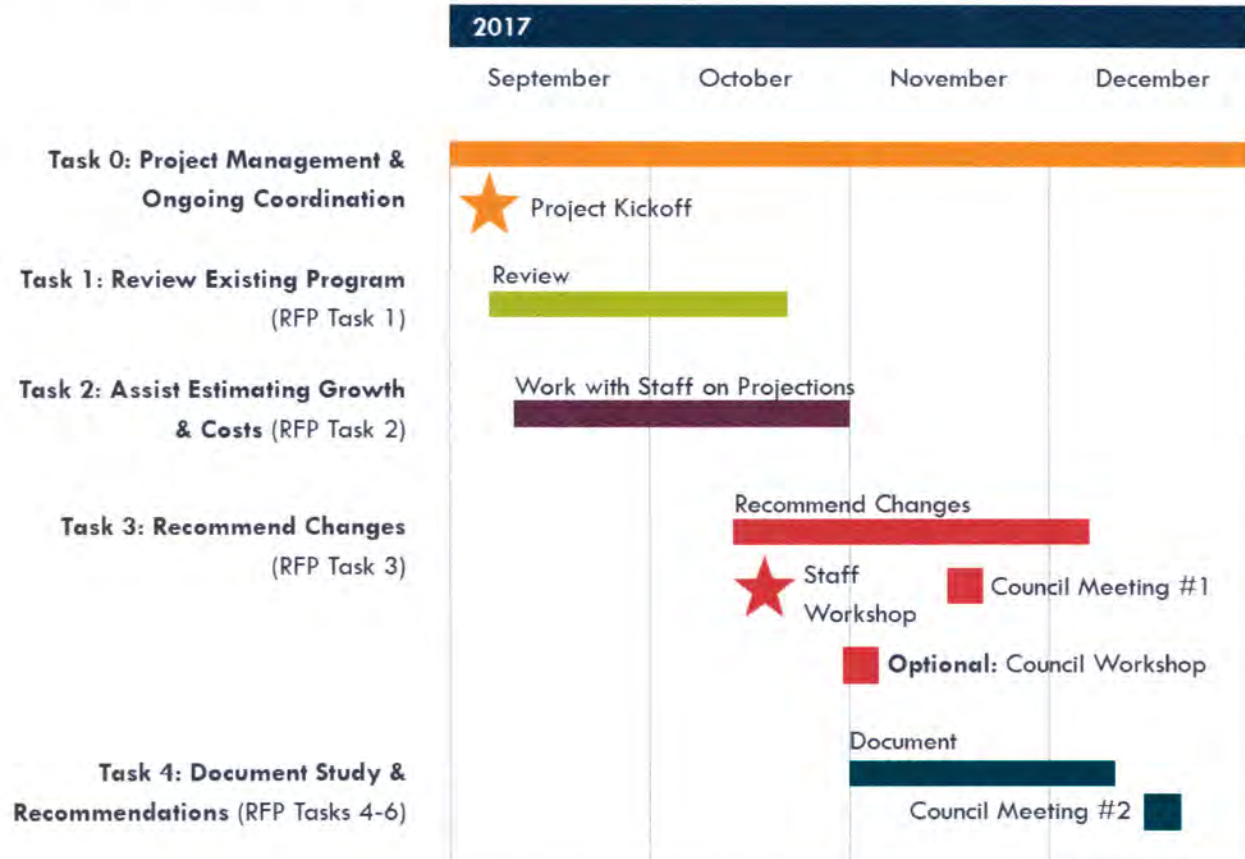
The City enacted the initial park and fire impact fee legislation in 2008. The history of the fee ordinance and its subsequent amendments follows:

Ordinance No.	Date	Purpose	Repealed by ...
2219 Fire Fees 2220 Park Fees	2008	Established initial Fire impact fees	2365
2365 Fire Fees 2366 Park Fees	2012	Adjusted project cost schedule	2486
2486 Fire Fees 2485 Park Fees	2015	Provided fee deferral for mixed use in the urban center	2521
2521 Fire and Park Impact Fees	2016	Extended deferrals to single family residential	

DISCUSSION

A comprehensive review and update of the impact fee calculations and methodology, and the capital facilities lists, has not occurred since the initial enactment of the fee in 2008. To ensure the fee structure achieves the goal of growth paying for growth, and to remain compliant with state statutes, an Impact Fee Update Committee was formed in January 2017 to conduct an impact fee review and update. Representatives from the Mayor's Office, Public Works, Fire, Parks, and Finance departments comprise the committee. After much discussion, it was determined that technical assistance in conducting this review and update would produce the best results for the City.

A Request for Qualifications (RFQ) was published on July 12, 2017 and three responses were received by the July 28, 2017 due date. The Impact Fee Committee interviewed each of the responding firms the following week and selected Berk Consulting, Inc. to perform the services. Berk’s qualifications were considered the best fit for the City’s needs and their cost estimate was the lowest among the three proposals. Committee members will be meeting with Berk in the forthcoming weeks to refine the initial plan and schedule which is included below and on page 7 of the attached Berk proposal.



FINANCIAL IMPACT

The fee for services as outlined in the Berk submittal and draft professional services contract is \$24,720; the contract “not to exceed” amount is \$38,000 providing flexibility should additional services be desired. These services will be paid for through unspent budget appropriated within the Finance department.

RECOMMENDATION

For information only.

ATTACHMENTS

- Berk Proposal, City of Tukwila, Park and Fire Impact Fee Update
- TMC Title 16 Buildings and Construction, Figures 16-1 through 16-4
 - Figure 1 Fire Impact Fees Calculation
 - Figure 2 Fire Impact Fees Facilities List
 - Figure 3 Parks Impact Fees Calculation
 - Figure 4 Parks Capital Facilities List

BERK | PROPOSAL

CITY OF TUKWILA

Park and Fire Impact Fee Update



SUBMITTED July 28, 2017

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July 28, 2017

Peggy McCarthy, City of Tukwila
6200 Southcenter Boulevard
Tukwila, WA 98188

RE: Tukwila Park and Fire Impact Fees Update | PROPOSAL

Dear Peggy and the Consultant Selection Panel:

BERK Consulting is pleased to submit our proposal and qualifications for the Tukwila Park and Fire Impact Fees Update. BERK has successfully implemented impact fees in communities throughout the region, including the cities of Mountlake Terrace and Mercer Island.

We also have extensive project experience with the City of Tukwila, including the recent Facilities Needs Assessment, as well as the Strategic Plan and PROS Plan Update. We have valued and enjoyed working with the City and the Tukwila community over the years. We feel that our combined local experience and subject matter expertise make us ideally suited to support the City in this effort.

Team Availability. The BERK team is available to complete this project on the proposed schedule, with the final deliverable completed no later than December 31, 2017.

We look forward to discussing this project with you in detail. In the interim, more information about our firm, approach, team, and client satisfaction can be found on our website:
www.berkconsulting.com.

Sincerely,



Lisa Grueter, AICP, Principal
BERK Consulting, Inc.



Jason Hennessy, Project Manager
BERK Consulting, Inc.

Profile & Qualifications

TEAM QUALIFICATIONS

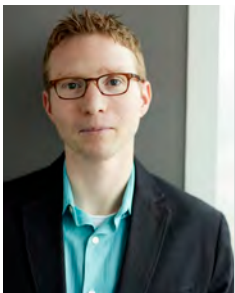
About BERK Consulting

BERK Consulting, Inc. (BERK) is an interdisciplinary consultancy integrating strategy, planning, and policy development; financial and economic analysis; and facilitation, design, and communications. Founded in 1988, our passion is working in the public interest, helping public and nonprofit agencies address complex challenges and position themselves for success. With a mission of helping communities and organizations create their best futures, BERK focuses on communicating complex information to a wide-range of audiences so that participants truly understand the issues and options before them. BERK has led parks and open space planning, fire system strategic and capital planning, and impact fee studies throughout the State.

Team Overview

The BERK team will be led by **Jason Hennessy**. He has developed and implemented impact fees in communities across the region, including Mercer Island and Mountlake Terrace. He will be supported by **Lisa Grueter, AICP**, a Principal at BERK who specializes in GMA policy and land use planning. **Annie Sieger** will serve as the Lead Analyst, leveraging her knowledge of the City. The team will be supported by **Emily Percival** for analytic support.

More information about each team member is in the following section.



Staff Qualifications

Jason Hennessy (Project Manager) is an Associate at BERK who specializes in financial and policy analysis. He focuses on applying statistical methods to real-world policy issues and creating data-driven, actionable solutions.

- M.P.P., University of Chicago, Irving B. Harris Graduate School of Public Policy Studies
- B.A., Religion, minors in Mathematics and Asian Studies, University of Puget Sound

Jason was the Project Manager and Lead Analyst for the City of Mercer Island Parks Impact Fee, which was adopted in 2015. He also led the Impact Fee Update for the City of Mountlake Terrace. Jason worked with the Seattle Department of Transportation on analysis of potential impact fees related to parks, transportation, education, and fire, and then led the analysis for the City of Seattle Parks and Recreation Parks Impact Fee Development. He has supported the

analysis of park and transportation impact fee options for Pierce County.



- Master of City Planning, University of California, Berkeley
- B.A. Social Ecology, University of California, Irvine

Lisa Grueter, AICP (GMA Strategic Advisor, BERK) is a Principal at BERK. She is a senior land use planner with thirty years of experience in policy planning for the public and private sectors. Her expertise includes comprehensive and subarea planning under the state’s Growth Management Act, customized programmatic and planned action environmental documentation under the State Environmental Policy Act, shoreline master programs under the Shoreline Management Act, and the integration of these laws into cohesive, implementable planning policies. Lisa has led Comprehensive Plans, including Capital Facility Plans and Level of Service studies for a number of communities in the Puget Sound such as Kitsap County (involving numerous cities and special districts including four fire districts), Bremerton, Covington and others. Currently, Lisa is working with the cities of Issaquah and Sumner on their Parks, Recreation, Open Space, and Trails Plan Updates. She is also leading the Pierce County Parks, Recreation, and Open Space Plan. As part of that effort, Jason and Lisa developed a parks impact fee which was approved by Council in 2016.



- B.A., Political Economy and Law, University of Washington

Annie Sieger (Lead Analyst) is a senior associate who focuses on policy and financial analysis, including economic impacts analysis and needs assessments, and stakeholder engagement and facilitation. Her experience includes projects for regional and local government agencies in the Puget Sound Region and the State of Washington. Annie served as the Lead Analyst for the City of Tukwila Facilities Needs and Feasibility Study, and supported the PROS Plan Update. She is currently working with Pierce County Parks on the PROS Plan, leading the financial analysis components, and is the BERK Project Manager for the Issaquah Parks, Recreation, Open Space and Trails Plan Update.



- B.A. in Politics, with Honors, Whitman College
- M.P.A.. University of Washinaton

Emily Percival (Analyst) is an Associate with a background in policy and financial analysis. Prior to joining BERK, Emily worked for Seattle Public Utilities providing data analysis to inform ongoing racial equity and social justice initiatives, and City of Portland’s Bureau of Environmental Services coordinating communities to advance equity in the urban forest. She uses data and financial analysis to craft innovative solutions for the public good. Emily is currently working with the City of Renton and Renton Fire Authority on development of an impact fee for the newly created RFA.

RELEVANT EXPERIENCE

BERK has worked with the City of Tukwila collaboratively for a number of years, most recently on the Fire Department Strategic Plan, Citywide Strategic Plan + Implementation, and the Facilities Needs Assessment. During that time, we have learned much about the community and have developed strong working relationships with City staff. As part of the facilities project, BERK frequently presented to City Council and worked collaboratively with both Council and Staff in the development of the funding model to support that project.

We know that City Staff and Council will be involved in this effort, and we have experience in presenting to Council and facilitating work sessions with both Staff and Council. We appreciate the hands-on approach the City takes to these types of projects.

Our firm is known statewide as municipal finance experts, drawing on more than 28 years of experience working with local, regional, and state government agencies on funding, financing, and economic analysis. We will leverage our prior project experience with other communities and our knowledge of the City to deliver a project that is feasible, actionable, and implementable.

PHILOSOPHY & APPROACH TO IMPACT FEES

BERK has a well-articulated approach to impact fees based on economic research, deep knowledge of planning legal requirements, and years of experience working with local jurisdictions. We believe in working with our clients to a solution that makes sense for their citizens. We seek alignment between public desires, published goals, and planned program outcomes, and have assisted jurisdictions make necessary changes to planning documents for consistency.

Estimated Level of Effort

Staff Person	\$/hr	Est. Hrs
Jason Hennessy	\$125	66
Lisa Grueter	\$200	14
Emily Percival	\$125	50
Annie Sieger	\$150	36
Total:	\$24,720	166

STAFF CAPACITY

We confirm that the BERK team is available to support the City of Tukwila in the impact fee update through the end of 2017, as requested in the RFP. The anticipated level of effort by staff person is to the left.

Experience



“Thank you for all of the work you did. You did a great job explaining a very complex set of policy choices to the Planning Commission and City Council.”

- Scott Greenberg, City of Mercer Island

RECENT PROJECT EXPERIENCE

City of Mercer Island Growth-Related Parks Impact Fees

BERK helped the City of Mercer Island assess how current revenue sources could be augmented to fund growth-related expenditure needs. The technical memorandum included a comprehensive analysis of applicable fee methodologies and a consideration of the characteristics of GMA impact fees in the context of the City’s current parks, open space, and recreational facility inventory and needs, as well as an assessment of fee recovery projections based on past city trends and on current projected growth targets.

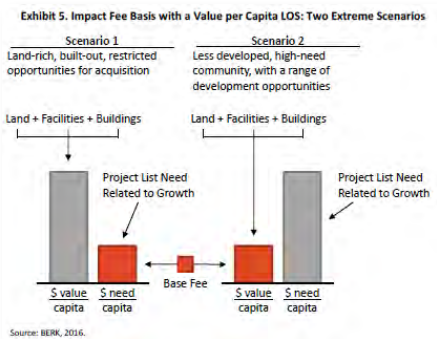
In Phase II, BERK prepared a rate study for parks impact fees. BERK worked with City staff to refine a list of impact fee eligible projects and allocate growth-related costs to future development. Included in the rate study was an analysis based on residential-only fees and fees charged to residential and commercial developments. The City Council of Mercer Island passed the ordinance on December 7, 2015.

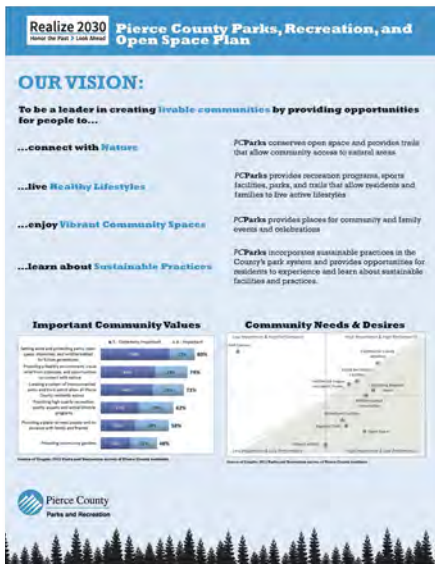
- **Reference:** Scott Greenberg, Development Services Group Director, City of Mercer Island, (206) 275-7706, Scott.Greenberg@mercergov.org

City of Mountlake Terrace Parks Impact Fee

BERK helped the City of Mountlake Terrace update its GMA impact fees for parks. BERK assisted the City in assessing how current revenue sources could be augmented to fund growth-related expenditure needs. Project work included preparation of a rate study, an addendum to the City’s Recreation, Parks, and Open Space Plan, and an update to the City’s Recreation, Parks, and Open Space Element in the Comprehensive plan, and updates to the City ordinance. The rate study included a comprehensive analysis of the City’s current recreation, parks, and open space inventory and needs in the context of current projected growth targets and available funding options.

- **Reference:** Jeff Betz, Recreation & Parks Director, City of Mountlake Terrace, (425) 640-3101, JBetz@ci.mtl.wa.us



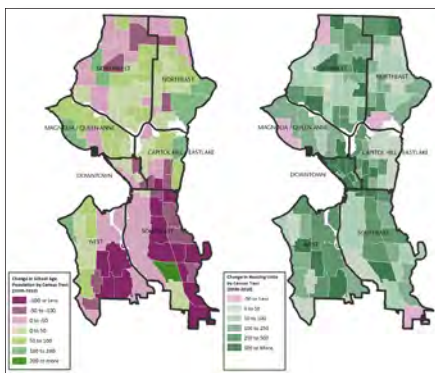


Pierce County Parks, Recreation and Open Space (PROS) Plan Update
 BERK is assisting Pierce County with an update to their Parks, Recreation, and Open Space (PROS) Plan. The project has evolved in three stages: 1) 2014 PROS Plan update to remain grant eligible, with community outreach and a detailed revenue analysis; 2) white papers on best role, funding and partnerships, capital project prioritization approach, and an impact fee rate study; and 3) a new vision and strategic parks plan building on the prior stages. The new impact fee was adopted in 2016, and involved intensive review by an Impact Fee Working Group.

- **Reference:** Joseph Coppo, Senior Parks and Recreation Planner, Pierce County Parks, (253) 798-4261, jcoppo@co.pierce.wa.us

Seattle Parks and Recreation Impact Fee Development

BERK helped the Seattle Parks and Recreation (SPR) develop a citywide parks impact fee program. BERK facilitated SPR's evaluation process for a Level of Service (LOS) definition, including analysis of the implications for each definition on impact fees and department management. Using data provided by SPR staff, BERK compiled a complete inventory list of all SPR's parks and facilities to estimate system value to create a value-based LOS standard. BERK assisted SPR in compiling a list of impact-fee eligible capital improvement projects to develop an impact fee schedule. Using future growth projects, BERK provided impact fee rate options based on different parks user assumptions and the creation of service districts.



Seattle Department of Transportation Impact Fee Work Plan Development

BERK helped the City of Seattle to evaluate whether to adopt an impact fee program for transportation, park, school, and/or fire protection facilities. The evaluation process included an assessment of the implications of an impact fee program, both in general terms, and in terms of each of the eligible facility categories. The assessment consisted of taking an inventory of and evaluating current revenue generation tools in use by the City, as well as conducting a comparison of possible impact and mitigation fee sources—including Growth Management Act impact fees, State Environmental Policy Act (SEPA) mitigation fees, Transportation Benefit District impact fees, and mitigation fees assessed through voluntary agreements. BERK

also evaluated how an impact fee program could augment the City’s current efforts, assessed program design and associated costs to the City, and addressed the implications for revenue generation and development in the City.

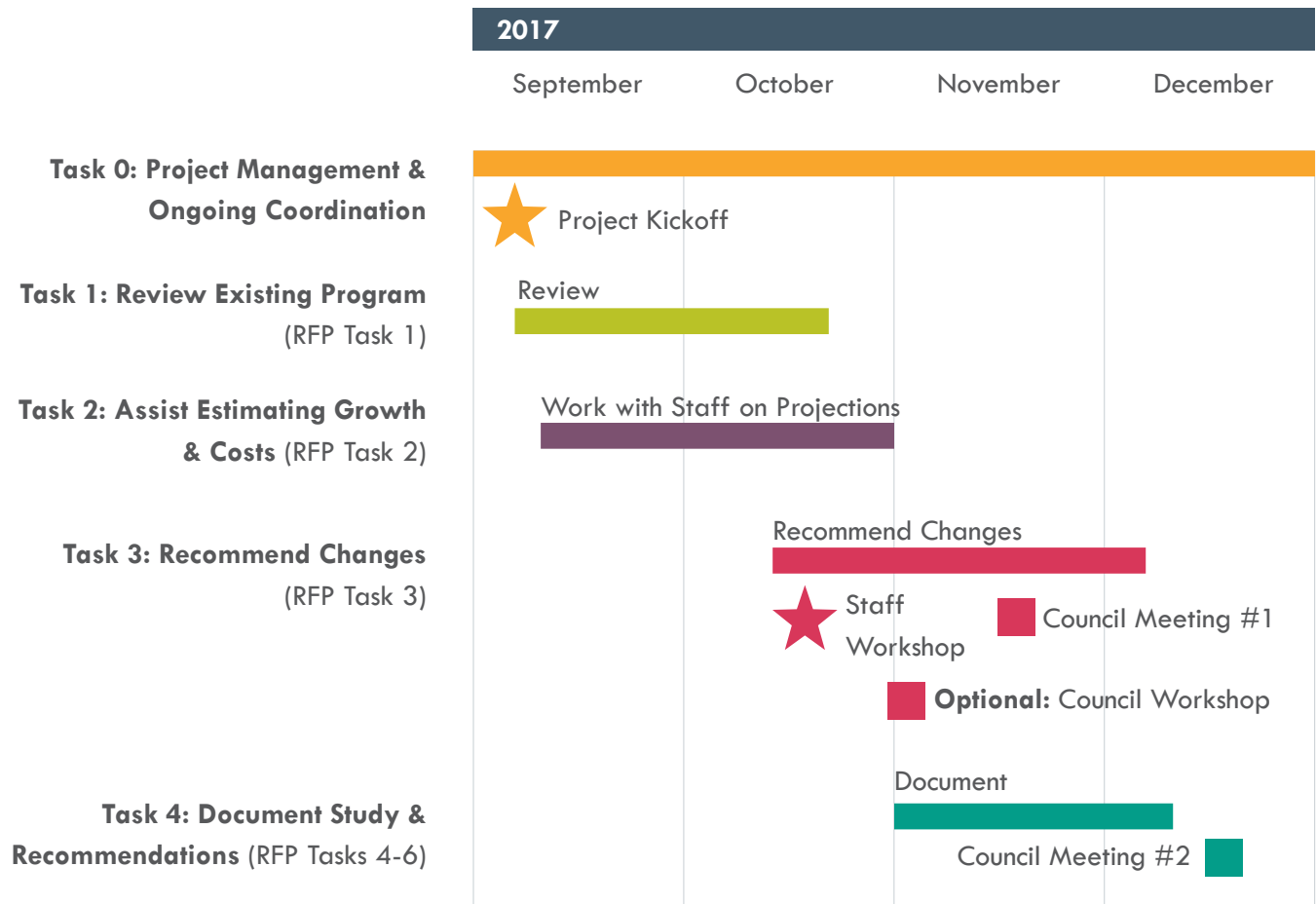
- **Reference:** Chris Yake, Senior Transportation Planner, City of Seattle, (206) 727-8719, Christopher.yake@seattle.gov

Contact Information

Project Manager: Jason Hennessy
jason@berkconsulting.com or
 206-324-8760

SCOPE OF SERVICES & SCHEDULE

The schematic below graphically displays our intended scope and schedule for this project. The following section details our proposed scope of work.



Proposed Work Breakdown Structure

KEY PROJECT TASKS & MILESTONES

We have developed the following scope of work based on our current understanding of the project and our experience in implementing impact fees in other Puget Sound communities. As shown in the schedule schematic on the prior page, we have realigned the anticipated tasks listed in the RFQ. We also are showing project milestones as deliverables in the call out boxes to the left of each task.

Deliverables

- Kickoff meeting with key City staff
- Memorandum presenting program review findings

Task 1. Review Existing Program

We will review the City of Tukwila's existing fire and park impact fee programs, including enacted ordinances, previous supporting materials, existing planning documents, and expected versus actual revenues. We will look for opportunities to optimize the City's ability to respond to growth-related needs.

Deliverable

- Future growth projections and project list with costs and share related to growth

Task 2. Assist Estimating Growth & Costs

We will work with City staff to project expected future growth that incorporate expected growth based on GMA Comprehensive Plans and targets developed with the City and County, recent growth trends, and the staff's knowledge of expected changes. Changes in development and demographics will be included in these projections. Sound growth projections will not only help the City understand future demand, it is also part of meeting the legally required proportionate share calculations. This process will result in an estimate change in demand from changes in population and demographics.

As impact fees can only be collected and spent on system improvements that are addressed by a capital facilities plan element of an adopted comprehensive plan, we will work with staff to identify published projects eligible for impact fee funding. For each eligible project, we will help City staff find the share related to growth by determining a consistent method for identifying growth-related park use. Suggested approaches are usage data (if available), recreation facility registrations over time, estimations based on park availability ratios, demographic analysis, spatial estimates using GIS, or a combination of these methods.

Deliverables

- Workshop with key City staff to discuss methodology options
- Draft recommendations
- Present draft recommendations to the City Council
- Memorandum documenting rate program update and recommendations, including schedule of updated impact fee rates
- **Optional:** Workshop with the City Council

Task 3. Recommend Changes

Building on the work from the previous tasks, we will work with staff to compile recommended changes. These recommendations will cover, but will not be limited to, changes in policy, fee calculation methodology, and rate structure. Policy and methodology changes could include the City's level of service standards, project categorization, and service areas. The analysis from the growth and cost estimation task will inform decisions about rate structure, both in magnitude of need and in whether including commercial or multifamily fit with the City's policy goals.

We will determine the maximum growth-fee rates based on the expenditures necessary to fill the gap between current capacity and increased need attributable to growth in the City. In association with this task, we will review the City's Capital Facility Plan for projected revenue resources over an agreed upon period to find proportionate share of revenue. We will work with City staff to refine non-impact fee revenue projections relevant to fire and park capital projects.

We understand that your City Council is an engaged and detail-oriented, so we would recommend meeting with the City Council through the process as appropriate. We expect to share draft recommendations with the Council, and have suggested an optional workshop with the City Council after the workshop with staff to work through issues to take place before drafting recommendation.

Deliverables

- Memorandum documenting rate program update and recommendations
- Present program information to the City Council

Task 4. Document Study & Recommendations

We will create a rate study update to be published in support of the ordinance. The study update will outline the calculation details, supporting rationale, and include an analysis of balance and proportionality, per RCW 82.02.050. Rates for each category of development type will be included (e.g. residential units and commercial uses).

Attachment A: Contact Information

ATTACHMENT A:

**CITY OF TUKWILA
CONTACT INFORMATION FORM
Fire and Park Impact Fee Update**

CONSULTANT NAME: Lisa Grueter, AICP, Principal

FIRM NAME: BERK Consulting, Inc.

EIN#: 91-1467862

ADDRESS: 2025 1st Ave Suite 800 Seattle, WA 98121

PHONE NUMBER: 206-324-8760

FAX
NUMBER: 206-324-8965

EMAIL ADDRESS: admin@berkconsulting.com

AUTHORIZED SIGNATURE: 

Lisa Grueter, AICP, Principal

THIS PAGE MUST BE SIGNED BY A PERSON AUTHORIZED TO ACT FOR THE COMPANY IN HIS/HER OWN NAME.

**Attachment B:
Mountlake Terrace
Impact Fee Report**

CITY OF MOUNTLAKE TERRACE

Parks Impact Fee Rate Study

Prepared for:

**The City of Mountlake Terrace
Recreation and Parks Department**

Prepared by:



October 2016

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1.0 INTRODUCTION

1.1 Purpose

The City of Mountlake Terrace enacted Growth Management Act impact fees in 2007 in order to fund recreation, parks, and open space growth-driven needs with a particular focus on the Town Center. In 2016, the City engaged BERK Consulting to update these rates considering a citywide need for parks and recreation facilities. This study outlines the purpose and requirements for impact fees, documents the technical assumptions and methodology for fee calculation, and includes proposed policy amendments and an updated capital projects list.

1.2 Impact Fee Definition

Statutory

Impact fees are those fees charged by a local government on new development to recover a portion of the cost of capital facility improvements needed to serve new development. Specifically, the Washington State Legislature outlined the intent of local impact fees:

RCW 82.02.050 Impact fees—Intent—Limitations.

(1) It is the intent of the legislature:

- (a) To ensure that adequate facilities are available to serve new growth and development;*
- (b) To promote orderly growth and development by establishing standards by which counties, cities, and towns may require, by ordinance, that new growth and development pay a proportionate share of the cost of new facilities needed to serve new growth and development; and*
- (c) To ensure that impact fees are imposed through established procedures and criteria so that specific developments do not pay arbitrary fees or duplicative fees for the same impact.*

(2) Counties, cities, and towns ... are authorized to impose impact fees on development activity as part of the financing for public facilities, provided that the financing for system improvements to serve new development must provide for a balance between impact fees and other sources of public funds and cannot rely solely on impact fees.

Impact fees may be charged to help pay for: public transportation and road facilities; fire protection facilities; schools; and public parks, open space, and recreation facilities. Local governments are authorized to charge fees only for system improvements that are reasonably related to the new development, do not exceed a proportionate share of the costs of necessary system improvements, and are only used for system improvements that will reasonably benefit the new development (RCW 82.02.050(3)). In addition, cities “financing for system improvements to serve new development must provide for a balance between impact fees and other sources of public funds”—i.e., impact fees cannot be the sole source of funding for system improvements that address growth impacts.

According to the provisions of RCW 82.02.060, impact fees must be adjusted for other revenue sources that are paid by development, if such payments are earmarked or proratable to particular system improvements. Likewise, the City must provide impact fee credit if the developer dedicates land or improvements identified in the City’s adopted Capital Facilities Plan and such construction is required as a condition of development approval. Collected impact fees may only be spent on public facilities identified in a capital facilities plan or to reimburse the government for the unused capacity of existing facilities (RCW82.02.050(4)). In addition, impact

fees may only be spent on capital costs; they may not be used to pay for operating expenses or maintenance activities.

Potential Deficiencies

Based on the language of RCW 82.02.050(4), the capital facilities plan must identify “Deficiencies in public facilities serving existing development and the means by which existing deficiencies will be eliminated within a reasonable period of time,” and must distinguish such deficiencies from “Additional demands placed on existing public facilities by new development.”

The extent to which existing deficiencies exist is determined by the LOS standard that the City uses to measure the impact created by development. The City of Mountlake Terrace is electing to use an LOS standard for land acres based on the current inventory, so there are no existing land deficiencies. Similarly, the proposed LOS standard for facilities is also based on the current inventory of facilities, and so is defined to have no existing deficiencies.

Project Eligibility

Impact fee legislation requires that parks impact fees only be used for parks system improvements that benefit the new development and relate to the demand from new development. To the extent these projects extend capacity for park, facility, and/or trail use, that portion of the project that corresponds to an impact that can be tied to new development can be funded by impact fees.

RCW 82.02.050(3) The impact fees:

- (a) Shall only be imposed for system improvements that are reasonably related to the new development;*
- (b) Shall not exceed a proportionate share of the costs of system improvements that are reasonably related to the new development; and*
- (c) Shall be used for system improvements that will reasonably benefit the new development.*

Examples of the types of Mountlake Terrace Recreation and Parks projects that may be impact-fee eligible include added lighting and/or artificial turf to athletic fields allowing greater hours of use, expanded trails, added waterfront access facilities, or other improvements that allow greater use. A list of the specific projects that could support growth is found in Appendix A.

1.3 Requirements for Impact Fee Rate Calculation

The impact fee must be assessed in accordance with the requirements of RCW 82.02, subsections 050 through 090. The City updating its schedule of impact fees for each type of development activity that is subject to impact fees. The schedule must be based on a formula or method (RCW 82.02.060(1)). The fees must be adjusted for the share of future taxes or other available funding sources. The means by which the proportionate share reduction is calculated is guided by RCW 82.02.060:

RCW 82.02.060(1) ...In determining proportionate share, the formula or other method of calculating impact fees shall incorporate, among other things, the following:

- (a) The cost of public facilities necessitated by new development;*
- (b) An adjustment to the cost of the public facilities for past or future payments made or reasonably anticipated to be made by new development to pay for particular system improvements in the form of user fees, debt service payments, taxes, or other payments earmarked for or proratable to the particular system improvement;*
- (c) The availability of other means of funding public facility improvements;*

- (d) The cost of existing public facilities improvements; and
- (e) The methods by which public facilities improvements were financed.

2.0 FEE CALCULATIONS

2.1 Anticipated Growth

Based on direction from the City of Mountlake Terrace, impact fee calculations include growth between 2015 and 2035.

Population

The City of Mountlake Terrace adopted an updated Comprehensive Plan in 2015 that included population growth projects from 2013-2035. For consistency, calculations in this study use the same end year of 2035, but use 2015 as the starting year.

Exhibit 1. Current and Projected Growth for Population, Housing, and Jobs 2013-2035

	2013	2015	2035
Population	20,160	21,090	24,767
Housing Units	8,689	8,862	10,593
Single-Family Dwelling Units (SFDU)	5,474	5,493	5,688
Multi-Family Dwelling Units (MFDU)	3,215	3,369	4,905
Jobs	7,174	7,384	9,486

Source: BERK, 2016; Washington State Office of Financial Management, 2016; City of Mountlake Terrace, 2015.

Equivalent Population

Beyond additional residents, development is expected to bring jobs. Added jobs can increase demand on parks infrastructure through use of the parks by the employees or non-resident visitors to those businesses. Multiple Washington jurisdictions have attempted to capture this increased usage resulting from growth by using the concept of equivalent population.¹ Equivalent population estimates are based on quantifying the amount of time that parks are available to each group. These estimates are not an estimate of usage, but of possible usage given the periods that parks are open.

Based on hours of operation and comparisons with other jurisdictions, BERK used an assumption that an employee can access City parks 40% of the time a resident can access City parks. BERK used this employee to resident equivalency factor to estimate employee growth and the number of additional resident equivalents expected between 2015 and 2035. shows population, employment, and resident equivalents growth from 2015-2035.

¹ Examples of other jurisdictions that have used equivalent population include: the Cities of Issaquah, Redmond, and Edmonds.

Exhibit 2. Population, Employment, and Resident Equivalent Growth, 2015-2035

	Population	Employment	Employment Resident-Equivalents	Total Resident Equivalents
Current	21,090	7,384	2,967	24,057
Growth, 2015-2035	3,677	2,102	845	4,522
2035 Total	24,767	9,486	3,811	28,578

Source: BERK, 2016; Washington State Office of Financial Management, 2016; City of Mountlake Terrace, 2015.

Funding Other than Impact Fees

The City identified possible funding sources for parks capital facilities through 2015-2035 in its 2015 Comprehensive Plan, but the City did not specify funding amounts. At the time of this study, the City is completing its budgeting process that includes integrating a recently voter-approved levy lift that includes dedicated funding for Parks.

BERK used estimates provided by the City to find the expected share of funding related to growth – please see Proportionate Share below.

2.2 Approach

Level of Service

The Growth Management Hearing Board has concluded that local governments need a locally-established minimum standard, or level of service (LOS) standard, to provide a basis for the objective measurement of need for those projects necessary to support growth (McVittie, 99-3-0016c, FDO, at 25).

In both the 2009 and 2015 versions of Mountlake Terrace’s *Recreation, Parks, and Open Spaces Master Plan*, the City adopted an LOS standard for land. The number of land acquisitions in a built out environment, such as Mountlake Terrace, are limited, and so the City has elected to include an LOS standard for recreation and parks facilities in addition to the acres-based LOS standard for land. Each LOS standard is discussed separately.

Land

Methods Considered

The City of Mountlake Terrace updated its LOS standards in the 2015 *Recreation, Parks, and Open Spaces Master Plan (RPOS)*. The *RPOS* contains descriptions for specific park types, including typical developments in each, a list of the City’s parks inventory, and narratives of future plans for each of the City’s parks. The 2015 acre-based LOS has been slightly modified through a *RPOS* supplement, and integrated into the Parks Element of the Comprehensive Plan.

Final Land Method

For land, the City of Mountlake Terrace is using an acre-based LOS standard. This includes a base LOS standard based on the City’s current inventory and a target LOS based on current inventory plus a geographic distribution consideration. The target LOS aligns with the recommended LOS from the 2015 *RPOS Master Plan* as amended through a supplement.

Exhibit 3. Land Level of Service Standard

Recreation/Park Type	Current Inventory (Acres)	Base LOS: 2015 Actual (Acres per 1,000 Resident Equivalents)	Target LOS: 2015 RPOS Master Plan (Acres per 1,000 Resident Equivalents)
Neighborhood Parks	25.94	1.08	1.94
Community Parks	18.49	0.77	1.04
Regional Parks	54.90	2.28	1.90
Natural Areas/Greenways	63.04	2.62	3.00
Linear Parks	15.69	NA	NA
Special Use Areas	9.24	0.38	0.44
Total	187.30	7.13	8.32

Source: BERK Consulting, 2016; City of Mountlake Terrace, 2015.

The base LOS is 7.43 acres per 1,000 resident equivalents and is a basis for the parks improvement program in the capital facility plan and the impact fee. As the future of availability of land is uncertain, the park type LOS figures are distribution guidelines for acquiring land. However, the City is already relatively built out, so as opportunities to acquire future parks and recreation acres arise, the City will attempt to keep aligned with these LOS standards, but the total acre per capita is the base LOS standard. The target LOS is an aspirational target consistent with the RPOS, and reflects the City’s ultimate goal should additional funding become available.

Facilities

Methods Considered

The City has elected to include an LOS standard for recreation and parks facilities in addition to the acres-based LOS standard for land, and this standard is being incorporated into the RPOS plan through a supplement and into the Parks Element of the Comprehensive Plan. For the facilities LOS standard, the City considered two options for categorizing facilities and four approaches.

Facility Categories

Of the two options considered for categorizing facilities, the first option was used in the 2015 RPOS to describe the City’s current inventory. This categorization included 10 facility categories that are recreation activity-specific, such as outdoor basketball courts and disc golf courses.

Alternatively, the City has considered a broader facility categorization of active/scheduled and passive/unscheduled. Active park facilities are characterized by specialized park development that often require scheduling because a limited number of people can use at any one time. Passive park facilities tend to require less intensive or specialized development and involve unscheduled activities (typically non-rivalrous). A baseball field is an example of an active facility and a nature trail is an example of a passive facility.

The City elected to adopt a facility categorization using active/schedule and passive/unscheduled facilities categories to allow Recreation and Parks to better adapt to future demand.

Facility Approaches

The City has considered four possible approaches to implement an LOS standard for facilities:

1. **Investment value per capita:** The residents of Mountlake Terrace have already invested in the current the facilities; this approach creates an LOS standard to keep that value per person constant by investing an amount proportionate to the number of new residents or resident equivalents
2. **Availability:** Expressed in terms of time, applies to active/schedule facility types only
3. **Facility per capita:** The number of facilities in a given category divided by the number of residents or resident equivalents
4. **Usage/Residents per facility:** The inverse of facility per capita, this approach uses a measure of throughput to identify current LOS

Final Facilities Method

The City recommended a LOS standard for facilities based on the “Availability” approach outlined on page 8 above. This approach uses the number of hours active/scheduled facilities are available to the residents of Mountlake Terrace and the number of passive facilities per capita. Hours of availability do not apply to passive/unscheduled recreation facilities by the definition described above.

City staff provided BERK with a current inventory of parks and recreation facilities – an overview of this inventory can be found in Exhibit 4.

Exhibit 4. Park Facility Inventory, 2015

Facility Type	Existing Facilities					Total	Hours	Active/ Passive
	City	Hours	Other	Hours	Hours			
Baseball/Softball Fields	6	26,088	8	17,228	14	43,316	Active	
Soccer Fields	4	16,946	9	19,146	13	36,092	Active	
Basketball Courts (outdoor)	2	7,084	2	4,796	4	11,880	Passive	
Boat Ramp	1	4,469	0	0	1	4,469	Passive	
Golf Course	0	0	1	4,469	1	4,469	Active	
Disc Golf Course	1	4,469	0	0	1	4,469	Passive	
Playgrounds	12	53,628	7	31,283	19	84,911	Passive	
Picnic Shelters	10	44,690	3	13,407	13	58,097	Passive	
Dog Park	1	4,469	0	0	1	4,469	Passive	
Tennis Courts	5	18,494	10	44,690	15	63,184	Active	
Gymnasiums	0	0	7	26,614	7	26,614	Active	
Total for Active	15	61,528	35	112,147	50	173,675		

Source: BERK Consulting, 2016; City of Mountlake Terrace, 2015 and 2016.

The City also provided average daily hours of use for each month of the year for facilities without light, and the amount of additional hours lighting provides. BERK used these averages to calculate a total number of hours of availability by facility type. The sum of these hours of availability is the system-wide facility availability.

Exhibit 5. Facility LOS: Current Situation Description

Facility Type	2015 Existing Facilities	Equivalent Population LOS
Active	61,528 hours per year	2.6 hours per capita
Passive	27 facilities	1 facility per 891

Source: BERK Consulting, 2016.

The facilities LOS approach is defined by the system-wide availability divided by the current population to create annual hours of active recreation availability per capita. Under this LOS approach, capital projects can add hours of active recreation opportunities for residents, either through new facilities or upgrades to existing

facilities. For example, hours of availability for sports fields can be extended by adding lights, upgrading turf, or striping. Mountlake Terrace closes all natural surface fields during the winter months; by upgrading to artificial turf, these fields become available for an additional three months a year, plus additional time when natural surface fields would be closed by rain or mowing.

This LOS method for facilities provides direction for the types of capital projects that are needed to respond to future growth. The City's adopted LOS standard was found using this approach in combination with the identified capital projects that would be fundable and actionable over the next twenty years. The City's adopted facilities LOS standard is described in the Facility LOS Standard section on page 10.

Capital Plans

Mountlake Terrace Recreation and Parks provided BERK with a capital projects list, which included the portion of each project related to growth. Appendix A, List of System Improvements, lists the 20 projects identified by Recreation and Parks Department staff related to serving new growth. Together, these projects total \$20.2 Million. These projects were included in the 2015 *RPOS Master Plan* and 2015 *Ballinger Park Master Plan* descriptively. BERK and City staff extracted these to create a project list that was added by amendment to the *RPOS Master Plan* as part of this study process.

From this list, Parks has identified expected completion dates, added project costs for each, and allocated percent of each project related to growth. BERK used each project's proportion related to growth and calculated impact fee-eligible costs associated with each project. Citywide, the impact fee eligible need is calculated to be \$5.2 Million.

Future Need

From the LOS standards for land found in Exhibit 3, BERK estimated the City's future land acquisition needs using the general approach:

$$\text{Acres per 1,000 Population} \times \text{Population Growth} = \text{Additional Acres Needed}$$

Exhibit 6 below contains the City's estimated additional land needs for both the base and target LOS standards. The base LOS is the basis for the park improvement program in the capital facilities plan and the target LOS is aspirational should additional revenue sources be found.

Exhibit 6. Future Land Acquisition Need, 2015-2035

Recreation/Park Type	2015 Inventory (Acres)	Base LOS: 2015 Actual	Target LOS: 2015 RPOS	Base Anticipated Need from Growth (Acres)	Target Anticipated Need from Growth (Acres)
		(Acres per 1,000 Resident Equivalents)	Master Plan (Acres per 1,000 Resident Equivalents)		
Neighborhood Parks	25.94	1.08	1.94	4.88	8.77
Community Parks	18.49	0.77	1.04	3.48	4.70
Regional Parks	54.90	2.28	1.90	-	-
Natural Areas/Greenways	63.04	2.62	3.00	11.85	13.56
Linear Parks	15.69	NA	NA	NA	NA
Special Use Areas	9.24	0.38	0.44	1.74	1.99
Total	187.30	7.13	8.32	21.94	29.03

Source: BERK Consulting, 2016; City of Mountlake Terrace, 2015

Facility LOS Standard

For the acres-based land LOS, the list of system improvement includes enough identified acquisitions to maintain the current LOS standard. However, the identified facilities projects will not maintain the facilities LOS standard. To maintain the current facilities LOS of 2.6 hours of active recreation facilities per resident equivalent would require more than twice the identified number of projects and, subsequently, a much higher impact fee. The City adjusted the project list to better align with the available funding and the community’s needs.

The resulting facilities LOS standard is listed as the base LOS standard in Exhibit 7 below. The adopted facility LOS standards are lower than the current situation, reflecting the likely availability of funding and projects.

Exhibit 7. Facilities Level of Service Standard

Facility Type	2015 Existing Facilities		Base LOS from Project List		Target LOS from Project List	
	LOS	Inventory	Base LOS Standard	Anticipated Additional Facilities from Growth	Target LOS	Anticipated Additional Facilities from Growth
Active	2.6 hours per capita	61,528 hours per year	2.3 hours per capita	3,528 hours per year	2.4 hours per capita	7,056 hours per year
Passive	1 facility per 891	27 facilities	1 facility per 904	5 facilities	1 facility per 226	20 facilities

Source: BERK Consulting, 2016.

In addition to the current descriptive LOS and the base LOS standard, Exhibit 7 includes a target facilities LOS, similar to the land LOS in Exhibit 3. It is possible to match the current LOS or target LOS by developing the projects in the target category from the list of system improvements. As resources allow, the City will move projects from the target category into the funded projects list.

Service Areas

Mountlake Terrace’s previous impact fee ordinance authorized impact fees to be collected in two service areas: citywide and the Town Center development. This two-level service area system authorized impact fees to be collected citywide for residential development; however, no projects were designated eligible for impact fees within the citywide service area apart from the Town Center Park/Plaza. Collection of impact

fees for commercial development was restricted to the Town Center subarea to the single purpose of creating a public plaza, Town Center Park.

Development in the Town Center did not meet projections from 2007 and raised less impact fee revenue than forecasted. Impact fees collected during this period must be used in the Town Center area to acquire new land, which became more challenging when impact fee revenues were less than expected. To increase flexibility, the City has elected to use a single, citywide service area.

Unadjusted Rate Schedules

BERK suggests two fees, one for single-family residences and one for multi-family residences. Based on 2014 U.S. Census Bureau’s American Community Survey estimates, single-family dwellings have an average of 2.70 people living in them compared to an average of 1.95 in multi-family dwellings. Exhibit 8 contains the suggested per dwelling unit fee before adjusting for future revenue.

Included in *The Snohomish County Buildable Lands 2012* are estimates for the City’s average square footage per employee.² BERK converted this number, 400 square feet per employee, to the average number of employees per 1,000 square feet for ease of use (2.5 employees per 1,000 square feet). Finally, the employee to resident conversion factor was applied to find 1.00 resident equivalents per 1,000 square feet of commercial space. These calculations are summarized in Exhibit 8.

Exhibit 8. Unadjusted Rate Schedule

	Single-Family	Multi-Family	Commercial	Total
Growth in population (total resident equivalents)	548	3,129	845	4,522
Identified capital needs				\$ 5,275,700
Per capita need from growth (total resident equivalents)				\$ 1,167
<i>Residential Adjusted per Dwelling Unit Fee</i>				
Average person per dwelling unit	2.70	1.95		
Residential Unadjusted per Dwelling Unit Fee	\$ 3,152	\$ 2,279		
<i>Commercial</i>				
Resident equivalent per 1,000 sq. ft. of commercial development			1.00	
Commercial Unadjusted per 1,000 sq. ft. Fee			\$ 1,172	

Source: BERK Consulting, 2016.

Proportionate Share

As required by the Impact Fee legislation, BERK estimated the amount of revenue expected from growth. Residents and employees pay taxes and fees that can be used to pay for a portion of the necessary increases in capacity.

The City provided future revenue estimates through 2020. BERK projected these estimates through the 2035 to match this study’s timeframe. The expected future funding will be paid by both the current residents and the future population. BERK calculated the proportion of the expected revenue that can be attributed to the existing population and proportion expected from growth. The amount from growth is then:

² Aggregate of the employment types on pages 23-24 of *The Snohomish County Buildable Lands Report 2012* and the historic development in Mountlake Terrace from 1995-2010 (pages 207-209).

Expected Future Revenue × Share of Revenue from Growth = Expected Revenue from Growth

More specifically, using the previously calculated expected changes in population, BERK found the estimated proportion of population resulting from growth annually. For each year between 2015 and 2035, BERK applied the percent of population from growth to the revenue estimates to find the percent of revenue from growth. BERK totaled this amount and divided by the additional population to find a per capita additional revenue from growth. The revenues sources and estimate amount are in Exhibit 9 below.

Exhibit 9. Future Revenues

Revenue Source	Amount
Expected additional grants from growth (2016\$)	\$ 131,051
Expected additional REET funding from growth	\$ 109,991
Total	\$ 241,041
Expected Population Growth 2015-2035	3,677
Per Capita Revenue	\$ 66

Source: BERK Consulting, 2016.

Adjusted Rate Schedule

Applying the results from Proportionate Share above, BERK created an adjusted fee schedule incorporating expected revenue. BERK suggests two fees, one for single-family residences and one for multi-family residents. As discussed in the unadjusted rate schedules above, single-family dwellings have an average of 2.70 people living in them compared to an average of 1.95 in multi-family dwellings. Rates are as shown in Exhibit 10 below.

Exhibit 10. Adjusted Rate Schedule

	Single-Family	Multi-Family	Commercial	Total
Growth in population (total resident equivalents)	548	3,129	845	4,522
Identified capital needs				\$5,275,700
Per capita need from growth (total resident equivalents)				\$1,167
<i>Residential Adjusted per Dwelling Unit Fee</i>				
Average person per dwelling unit	2.70	1.95		
Unadjusted per dwelling fee	\$3,152	\$2,279		
Expected revenue for growth per capita				\$66
Expected revenue per dwelling unit	\$177	\$128		
Residential Adjusted per Dwelling Unit Fee	\$2,975	\$2,151		
<i>Commercial</i>				
Resident equivalent per 1,000 sq. ft. of commercial development			1.00	
Unadjusted commercial fee per 1,000 sq. ft. of commercial development			\$1,172	
Expected revenue per 1,000 sq. ft. of Commercial			\$66	
Commercial Adjusted per 1,000 sq. ft. Fee			\$1,106	

Source: BERK Consulting, 2016.

The impact fee rates in Exhibit 10 represent the final recommended rates necessary to fund the growth-related portion of the identified capital projects. These three fees, \$2,975 per Single-Family residence, \$2,151 per Multi-Family housing unit, and \$1,106 per 1,000 square feet of Commercial development are based on the data available at the time of this study and are expressed in 2016 dollars.

3.0 POLICY AND PLAN AMENDMENTS

As part of the City's process of updating the park impact fee program, updates are proposed to the 2015 Comprehensive Plan and 2015 *RPOS Master Plan* for consistency. At the time of the 2015 Comprehensive Plan, the *RPOS Master Plan* had not been completed. The Comprehensive Plan would be updated to reflect the *RPOS Master Plan*.

Additionally, the *RPOS Master Plan* is proposed to be amended. The *RPOS Master Plan* had included projects in narrative form, but these descriptions were not a complete list of the City's identified parks capital projects. While the *RPOS Master Plan* references the *Ballinger Master Plan*, the *Ballinger Park Master Plan* identified capital plans not included in the 2015 *RPOS Master Plan*. BERK compiled projects from both plans into a projects list (see Attachments below). The City check this list for completeness and accuracy, and added project costs and proportion related to growth. This list was appended to the 2015 RPOS Master Plan.

4.0 ATTACHMENTS

4.1 List of System Improvements (Land and Facility Plan)

See the table listing proposed capital and the percentage the facility is related to growth. These estimates are incorporated into the rate schedules in Section 2.3 of this document. Some projects would occur in the first 10 years of the planning period (2015-2025) and others in the second 10 years of the planning period (2025-2035).

4.1 Appendix A: List of System Improvements (Land and Facility Plan)

Row	Park Name	Park Type	Project Description	Cost	Percent Related to Growth	Cost Related to Growth	Base or Target	Facility or Acquisition	Facility Type	Increase in Available Hours
1	Ballinger Park	Regional Parks	Boat Launch Area Development - floating boat dock, playground, and picnic shelter	\$745,000						
2	Ballinger Park	Regional Parks	Floating boat dock, gangway and nearby erosion control	\$300,000	30.0%	\$90,000	Base	Facility	Passive	
3	Ballinger Park	Regional Parks	Restroom with showers, changing and storage areas	\$238,000	20.0%	\$47,600	Base	Improvement	Passive	
4	Ballinger Park	Regional Parks	Fishing pier north of current pier	\$207,000	5.0%	\$10,350	Base	Improvement		
5	Ballinger Park	Regional Parks	East Side Active Area Development Phase I - swings, trail development, restroom and showers, water access, and natural features	\$5,122,000						
6	Ballinger Park	Regional Parks	Playground with soft surface by boat launch	\$450,000	30.0%	\$135,000	Base	Facility	Passive	
7	Ballinger Park	Regional Parks	Big Swings and soft surface east side	\$43,000	30.0%	\$12,900	Base	Improvement	Passive	
8	Ballinger Park	Regional Parks	Picnic shelter and tables near boat launch	\$300,000	25.0%	\$75,000	Base	Improvement	Passive	
9	Ballinger Park	Regional Parks	Development of wetlands around trail, east side	\$781,000	10.0%	\$78,100	Base	Facility	Passive	
10	Ballinger Park	Regional Parks	Boulder amenities east side	\$18,000	10.0%	\$1,800	Base	Improvement	Passive	
11	Ballinger Park	Regional Parks	Stone bands	\$30,000	10.0%	\$3,000	Base	Improvement	Passive	
12	Ballinger Park	Regional Parks	Hardened edge and shore armoring east side	\$1,750,000	10.0%	\$175,000	Base	Facility	Passive	
13	Ballinger Park	Regional Parks	Concrete steps and native vegetation at shoreline east side	\$1,750,000	10.0%	\$175,000	Base	Improvement	Passive	
14	Ballinger Park	Regional Parks	Entry/perimeter fencing and signage	\$110,000	0.0%	\$0	Base	-	NA	
15	Evergreen Park	Community Parks	Site master plan integrating all three areas	\$50,000	5.0%	\$2,500	Base	Improvement	Passive	
16	Evergreen Park	Community Parks	Playfield E-1 Lights and turf	\$1,800,000	30.0%	\$540,000	Base	Facility	Active	1,668
17	Inter-Urban Trail	Linear Parks	Amenities (benches and trash receptacles)	\$50,000	5.0%	\$2,500	Base	Improvement	Passive	
18	Inter-Urban Trail	Linear Parks	Safety and security lighting along various points of trail	\$50,000	0.0%	\$0	Base	-	NA	
19	Jack Long Park	Neighborhood Parks	Parking lot security lighting	\$10,000	0.0%	\$0	Base	-	NA	
20	Lyon Creek Greenway	Natural Area/Greenway	Acquire adjacent properties - Phase I	\$333,000	50.0%	\$166,500	Base	Acquisition	NA	
21	Matt Hirvela / Bicentennial Park	Neighborhood Parks	Replacement / upgrade of play equipment	\$85,000	10.0%	\$8,500	Base	Improvement	Passive	
22	Matt Hirvela / Bicentennial Park	Neighborhood Parks	Expand trail system through park	\$25,000	10.0%	\$2,500	Base	Improvement	Passive	
23	Recreation Pavilion	Special Use Areas	Create design and business plan for a new Recreation Pavilion	\$150,000	10.0%	\$15,000	Base	Improvement	Passive	
24	Terrace Creek Park	Neighborhood Parks	Upgrade playground and add restroom	\$350,000						
25	Terrace Creek Park	Neighborhood Parks	Restrooms	\$250,000	30.0%	\$75,000	Base	Improvement	Passive	
26	Terrace Creek Park	Neighborhood Parks	Improve safety surface and playground	\$100,000	10.0%	\$10,000	Base	Improvement	Passive	
27	Terrace Creek Park	Neighborhood Parks	Info/Safety signage disc golfers/park users	\$5,000	0.0%	\$0	Base	-	NA	
28	Town Center Plaza	Special Use Areas	A central plaza for community with water feature	\$3,855,000	45.0%	\$1,734,750	Base	Acquisition	NA	
29	Ballinger Park	Regional Parks	Demo of maintenance building	\$10,000	0.0%	\$0	Base	-	NA	
30	Ballinger Park	Regional Parks	Hall Creek Restoration North	\$680,000	0.0%	\$0	Base	-	NA	

Row	Park Name	Park Type	Project Description	Cost	Percent Related to Growth	Cost Related to Growth	Base or Target	Facility or Acquisition	Facility Type	Increase in Available Hours
31	Ballinger Park	Regional Parks	Hall Creek Restoration South	\$2,100,000	0.0%	\$0	Base	-	NA	
32	Evergreen Park	Community Parks	Playfield E-6 lights and turf	\$1,600,000	30.0%	\$480,000	Base	Facility	Active	1,860
33	Evergreen Park	Community Parks	Replace and expand support facilities including concession building and restrooms	\$400,000	20.0%	\$80,000	Base	Facility	Passive	
34	Forest Crest Playfield	Community Parks	Movable benches or small bleachers	\$30,000	0.0%	\$0	Base	-	NA	
35	Forest Crest Playfield	Community Parks	Drainage, irrigation and a sand-based playing surface	\$100,000	0.0%	\$0	Base	-	NA	
36	Inter-Urban Trail	Linear Parks	Interpretive signage (Historical and Natural Features)	\$10,000	0.0%	\$0	Base	-	NA	
37	Lyon Creek Greenway	Natural Area/Greenway	Acquire adjacent properties - Phase II	\$333,000	50.0%	\$166,500	Base	Acquisition	NA	
38	Lyon Creek Greenway	Natural Area/Greenway	Acquire adjacent properties - Phase III	\$333,000	40.0%	\$133,200	Base	Acquisition	NA	
39	Lyon Creek Greenway	Natural Area/Greenway	Safety, way-finding and interpretive signage along the greenway.	\$20,000	0.0%	\$0	Base	-	NA	
40	Matt Hirvela / Bicentennial Park	Neighborhood Parks	Access point north side of the park via purchase or easement	\$50,000	10.0%	\$5,000	Base	Acquisition	NA	
41	Melody Hill	Neighborhood Parks	Area in need of a neighborhood park	\$1,000,000	50.0%	\$500,000	Base	Acquisition	NA	
42	Terrace Creek Park	Neighborhood Parks	Property acquisition to expand/protect	\$200,000	50.0%	\$100,000	Base	Acquisition	NA	
43	Terrace Ridge Park	Neighborhood Parks	Connect via trail to Cedar Way and Lyon Creek-powerline easement	\$200,000	50.0%	\$100,000	Base	Acquisition	NA	
44	To Be Determined	Natural Area/Greenway	Future natural area/greenway acquisition to be determined as opportunities arise (approximately 7 acres)	\$700,000	50.0%	\$350,000	Base	Acquisition	NA	
45	Ballinger Park	Regional Parks	Athletic Field Area Development - splash pad, restrooms, and viewing area	\$1,060,000						
46	Ballinger Park	Regional Parks	Splash pad by Playfields	\$500,000	20.0%	\$100,000	Target	Facility	Passive	
47	Ballinger Park	Regional Parks	Parking lot	\$210,000	0.0%	\$0	Target	-	NA	
48	Ballinger Park	Regional Parks	Restroom with showers and storage areas near Splash Pad	\$300,000	20.0%	\$60,000	Target	Improvement	Passive	
49	Ballinger Park	Regional Parks	Benches and tables near Splash Pad	\$50,000	5.0%	\$2,500	Target	Improvement	Passive	
50	Ballinger Park	Regional Parks	West Side Natural Area Development Phase I - wildlife viewing platform, discovery pads, trails, and natural area development	\$687,000						
51	Ballinger Park	Regional Parks	Asphalt Trails	\$506,000	70.0%	\$354,200	Target	Facility	Passive	
52	Ballinger Park	Regional Parks	Development meadow around trail	\$150,000	10.0%	\$15,000	Target	Improvement	Passive	
53	Ballinger Park	Regional Parks	Discovery pads	\$31,000	90.0%	\$27,900	Target	Facility	Passive	
54	Ballinger Park	Regional Parks	Wildlife viewing platform on west side of park over water	\$100,000	70.0%	\$70,000	Target	Improvement	Passive	
55	Ballinger Park	Regional Parks	West Side Natural Area Development Phase II - trails, walls, and habitat construction	\$2,243,000	12.3%	\$276,150	Target	Facility	Passive	
56	Ballinger Park	Regional Parks	Development of creekside trail with walls and habitat snags west side	\$420,000	10.0%	\$42,000		Component	Passive	

Row	Park Name	Park Type	Project Description	Cost	Percent Related to Growth	Cost Related to Growth	Base or Target	Facility or Acquisition	Facility Type	Increase in Available Hours
57	Ballinger Park	Regional Parks	New bridge over Hall Creek near Clubhouse	\$638,000	10.0%	\$63,800		Component	Passive	
58	Ballinger Park	Regional Parks	Boardwalk over the wetland and creek	\$155,000	40.0%	\$62,000		Component	Passive	
59	Ballinger Park	Regional Parks	Crushed rock trails	\$93,000	15.0%	\$13,950		Component	Passive	
60	Ballinger Park	Regional Parks	Soft surface trails	\$14,000	15.0%	\$2,100		Component	Passive	
61	Ballinger Park	Regional Parks	Development of wetlands around trail, west side	\$923,000	10.0%	\$92,300		Component	Passive	
62	Ballinger Park	Regional Parks	Community Terrace Development - wetland trails, runnel, rain garden, plaza, and community garden and shed	\$702,000						
63	Ballinger Park	Regional Parks	Development of wetlands around trail, north side	\$55,000	10.0%	\$5,500	Target	Facility	Passive	
64	Ballinger Park	Regional Parks	Development of wetlands around trail, main/clubhouse	\$226,000	10.0%	\$22,600	Target	Improvement	Passive	
65	Ballinger Park	Regional Parks	Community garden and shed	\$240,000	10.0%	\$24,000	Target	Facility	Passive	
66	Ballinger Park	Regional Parks	Runnel and rain gardens	\$81,000	10.0%	\$8,100	Target	Improvement	Passive	
67	Ballinger Park	Regional Parks	Plaza south of clubhouse	\$100,000	10.0%	\$10,000	Target	Facility	Passive	
68	Ballinger Park	Regional Parks	Athletic Fields - playfield lights and turf	\$1,600,000	30.0%	\$480,000	Target	Facility	Active	1,668
69	Evergreen Park	Community Parks	Improve pathways and trail access	\$100,000	5.0%	\$5,000	Target	Improvement	Passive	
70	Evergreen Park	Community Parks	Playfield E-4/5 Lights and turf	\$1,600,000	30.0%	\$480,000	Target	Facility	Active	1,860
71	Fire Fighters Memorial Park	Neighborhood Parks	Park amenity upgrade including benches, tables and signage	\$5,000	10.0%	\$500	Target	Improvement	Passive	
72	Fire Fighters Memorial Park	Neighborhood Parks	Playground upgrade	\$50,000	15.0%	\$7,500	Target	Improvement	Passive	
73	Forest Crest Playfield	Community Parks	Site master plan	\$50,000	10.0%	\$5,000	Target	Improvement	Passive	
74	Forest Crest Playfield	Community Parks	Restrooms with storage and concession capability	\$300,000	25.0%	\$75,000	Target	Improvement	Passive	
75	Inter-Urban Trail	Linear Parks	A third trail head connect the Inter-Urban Trail to Premera Blue Cross	\$150,000	20.0%	\$30,000	Target	Facility	Passive	
76	Inter-Urban Trail	Linear Parks	Small-scale recreation facilities such as a play area or fitness stations	\$20,000	10.0%	\$2,000	Target	Facility	Passive	
77	Jack Long Park	Neighborhood Parks	Expand trail system through park	\$15,000	10.0%	\$1,500	Target	Facility	Passive	
78	Jack Long Park	Neighborhood Parks	Playground equipment upgrades	\$25,000	30.0%	\$7,500	Target	Improvement	Passive	
79	Lyon Creek Greenway	Natural Area/Greenway	Develop formal trailheads	\$30,000	30.0%	\$9,000	Target	Facility	Passive	
80	Lyon Creek Greenway	Natural Area/Greenway	Trail amenities (lighting and benches)	\$20,000	5.0%	\$1,000	Target	Improvement	Passive	
81	Recreation Pavilion	Special Use Areas	New Recreation Pavilion as directed by the master plan	\$30,000,000	40.0%	\$12,000,000	Target	Facility	Passive	
82	Recreation Pavilion	Special Use Areas	New trailhead into Lyon Creek Greenway with kiosk	\$10,000	20.0%	\$2,000	Target	Facility	Passive	
83	Recreation Pavilion	Special Use Areas	Playground	\$55,000	40.0%	\$22,000	Target	Facility	Passive	
84	Terrace Creek Park	Neighborhood Parks	Improve crossings 48th Avenue West pedestrian/disc golf access	\$10,000	10.0%	\$1,000	Target	Improvement	Passive	
85	Terrace Creek Park	Neighborhood Parks	Trail head features (interpretive signage) to Lyon Creek Greenway	\$10,000	10.0%	\$1,000	Target	Improvement	Passive	
86	Terrace Ridge Park	Neighborhood Parks	Playground equipment and site furnishings	\$85,000	30.0%	\$25,500	Target	Facility	Passive	
87	Veteran's Memorial Park	Neighborhood Parks	Enhance trails and access points (surface and lighting)	\$200,000	50.0%	\$100,000	Target	Improvement	Passive	

Row	Park Name	Park Type	Project Description	Cost	Percent Related to Growth	Cost Related to Growth	Base or Target	Facility or Acquisition	Facility Type	Increase in Available Hours
88	Veteran's Memorial Park	Neighborhood Parks	Site master plan with adjacent natural, transportation, civic features	\$50,000	30.0%	\$15,000	Target	Improvement	Passive	
				\$20,506,000	26%	\$5,275,700			5	3,528
				\$39,177,000	36%	\$14,246,450			15	3,528
				\$59,683,000	33%	\$19,798,300			20	7,056

TABLE 1. Tukwila Fire Impact Fee Calculation, 2008

Land Use	Net Growth, 2008-2020				Impact Fee	
	2007 Housing Units - 1	2007 Employment - 2	Housing Units - 3	Building Area - 4	Per Residential Unit	Per 1,000 Sq. Ft. GFA
Single family	3,822		516		\$922	
Multi-family	4,107		2,384		\$1,200	
Office		6,245		370,500		\$1,624
Retail		20,384		2,418,000		\$580
Industrial		20,343		3,860,800		\$0.13
TOTALS		46,972		6,649,300		\$127

1. OFM numbers
2. PSRC 2007 Covered Employment Estimates
3. 43 SF du/yr, rest is MF from 2007 Buildable Lands Report
4. Retail: 500gsf per emp, Office: 250gsf per emp, Industrial: 800gsf per emp, X emp growth
5. 90% of Buildable Lands Report estimates, at same % as 2007 employment

TABLE 2. Tukwila Fire Service Demand Calculation, 2008

Land Use	2007 Responses			Revised 2007 Responses			Increase in Annual Incident Responses due to Growth			Capital Costs Allocated by Incident Responses due to Growth
	Incident Responses	%	Proportion of "Other"	Incident Responses	%	Incident Responses per 1,000 Employees	Incident Responses	%	Incident Responses per 1,000 Employees	
Single family	619	13%	249	868	19%	227	117	8%	117	\$475,668
Multi-family	866	19%	349	1,215	26%	296	705	49%	705	\$2,861,894
Office	445	10%	179	625	13%	100.0	148	10%	148	\$601,536
Retail	1,039	22%	418	1,458	31%	71.5	346	24%	346	\$1,403,649
Industrial	362	8%	146	508	11%	25.0	120	8%	120	\$488,804
NET TOTAL	3,332	71%	1,341	4,673	100%	1,437	1,437	100%	1,437	\$5,831,550
Other	1,341	29%								
TOTAL	4,673	100%	1,341	4,673	100%			100%		\$5,831,550

Note: The \$13,031,550 capital cost is 90% of \$14,479,500 (the growth related fire capital cost).

Figure 16-1

Tukwila Fire Impact Fees, 2008

TABLE 3. 2007 Incident Responses by Property Type & Allocation to Impact Fee Categories
IMPACT FEE CATEGORIES

Fire Dept. Land Use Categories	Fire	Aid	Total	IMPACT FEE CATEGORIES					TOTAL
				Single-family	Multi-family	Office	Retail	Industrial	
Public Assembly	12	42	54				54		
Educational	18	30	48			48			
Health Care*	27	90	117		70	47			
Single-family	159	460	619	619					
Apartments	224	570	794		794				
Boarding House	0	2	2		2				
Hotels	102	203	305				305		
Business**	441	590	1,031			351	680	14	
Industrial	12	2	14					14	
Manufacturing	57	47	104					104	
Storage	81	163	244					244	
SUBTOTAL	1,133	2,199	3,332	619	866	445	1,039	362	3,332
PERCENT OF SUBTOTAL				19%	26%	13%	31%	11%	100%
Special Property	275	855	1,130						
Unclassified	148	63	211						
SUBTOTAL	423	918	1,341						
Reallocation of Special Property & Unclassified				249	349	179	418	146	1,341
TOTAL INCIDENT RESPONSES BY IMPACT FEE CATEGORY				868	1,215	625	1,458	508	4,673

* split 60% Multi-family, 40% Office (Redmond)
 ** split 34% Office, 66% Retail (2007 Tukwila)

Figure 16-2

EXHIBIT B

Fire Department Capital Facilities List

Capital Facility	Cost
1. Construct/build relocated Station 51 – 5,000 gsf addition due to new growth in TUC	\$2,000,000 ¹
2. Purchase aid car for Station 51 (new)	\$185,000
3. Purchase engine for Station 54 to replace aerial ladder truck	\$750,000
4. Purchase land for relocated Station 52, if Station 51 is relocated	\$544,500 ²
5. Construct/build relocated Station 52, if Station 51 is relocated	\$3,000,000 ³
TOTAL	\$6,479,500

- 1) 5,000 gsf building addition x \$400/psf building construction cost
- 2) 1/2 acre site (21,780 sf) x \$25/psf land cost
- 3) 7,500 gsf building x \$400/psf building construction cost

Figure 16-3

Tukwila Parks Impact Fees, 2008

TABLE 1: 2008 Park Impact Fee Calculations

Land Use	2007 Housing Units -1	2007 Employment - 2	2007 Building Area -3	2020 Housing Units	2020 Employment	2020 Building Area
Single-family	3,822			4,338		
Multi-family	4,107			6,491		
Office		6,245	1,561,250		7,727	1,931,750
Retail		20,384	10,192,000		25,220	12,610,000
Industrial		20,343	16,274,400		25,169	20,135,200
TOTALS	7,929	46,972	28,027,650	10,829	58,116	34,676,950

1. OFM
 2. PSRC 2007 Covered Employment Estimates
 3. Retail: 500gsf per emp; Office: 250gsf per emp; Industrial: 800gsf per emp; X emp growth
 4. 43 SF du/yr; rest is MF from 2007 Buildable Lands Report
 5. 90% of Buildable Lands Report estimates, at same % as 2007 employment
 6. Tukwila Resident/Non-Tukwila resident breakdown based on 2000 census data
- In 2000, the number of residents who live and work in Tukwila is 1,502, out of a population of 17,181 9%

Net Growth, 2008 - 2020

Housing Units - 4	Employment - 5	Building Area - 3	Employment : Tukwila Residents - 9% - 6	Employment: Non-Tukwila Residents - 91% - 6
516				
2,384				
	1,482	370,500	133	1,349
	4,836	2,418,000	435	4,401
	4,826	3,860,800	434	4,392
2,900	11,144	6,649,300	1,003	10,141

Persons per Housing Unit	Hours per Week	Total Hours	% Hours	Cost Allocation	Impact Fee		
					Per Housing Unit	Per 1,000 GFA**	Rounded
2.54	2.54	3,329	11.78%	\$0	\$0.00		\$0
2.49	2.49	14,781	52.32%	\$0	\$0.00		\$0
	1.00	1,349	4.77%	\$0		\$0.00	\$0
	1.00	4,401	15.58%	\$0		\$0.00	\$0
	1.00	4,392	15.55%	\$0		\$0.00	\$0
		28,251	100.00%				

Note: \$11,025,000 is 90% of \$12,250,000

EXHIBIT A
Tukwila Parks Impact Fees, 2008
 (80% impact fees; 20% city contribution)

TABLE 1: 2008 Park Impact Fee Calculator (80% - 20% split)

Land Use	2007 Housing Units -1	2007 Employment -2	2007 Building Area -3	2020 Housing Units	2020 Employment	2020 Building Area
Single-family	3,822			4,338		
Multi-family	4,107			6,491		
Office		6,245	1,561,250		7,727	1,931,750
Retail		20,384	10,192,000		25,220	12,610,000
Industrial		20,343	16,274,400		25,169	20,135,200
TOTALS	7,929	46,972	28,027,650	10,829	58,116	34,676,950

1. OFM
2. PSRC 2007 Covered Employment Estimates
3. Retail: 500gsf per emp; Office: 250gsf per emp; Industrial: 800gsf per emp; X emp growth
4. 43 SF du/yr; rest is MF from 2007 Buildable Lands Report
5. 90% of Buildable Lands Report estimates, at same % as 2007 employment
6. Tukwila Resident/Non-Tukwila resident breakdown based on 2000 census data
 In 2000, the number of residents who live and work in Tukwila is 1,502, out of a population of 17,181, or 9%

Land Use	Net Growth, 2008 - 2020				
	Housing Units - 4	Employment -5	Building Area - 3	Employment: Tukwila Residents - 9% - 6	Employment: Non-Tukwila Residents - 91% 6
Single-family	516				
Multi-family	2,384				
Office		1,482	370,500	133	1,349
Retail		4,836	2,418,000	435	4,401
Industrial		4,826	3,860,800	434	4,392
TOTALS	2,900	11,144	6,649,300	1,003	10,141

Land Use	Persons per Housing Unit	Use Ratio Between Residents/ Employees	Total Use by Land Use Category	% Used by Land Use Category	Cost Allocation	Impact Fee		
						Per Housing Unit	Per 1,000 GFA**	Rounded
Single-family	2.54	2.44	3,198	11.49%	\$735,607	\$1,425.59		\$1,426
Multi-family	2.49	2.44	14,484	52.06%	\$3,331,715	\$1,397.53		\$1,398
Office		1.00	1,349	4.85%	\$310,214		\$837.28	\$837
Retail		1.00	4,401	15.82%	\$1,012,279		\$418.64	\$419
Industrial		1.00	4,392	15.78%	\$1,010,185		\$261.65	\$262
TOTALS			27,823	100.00%	\$6,400,000			

Note: \$6,400,00 is 80% of \$8,000,000

Figure 16-4

Exhibit B

Tukwila Parks Capital Facilities List

Project List – Impact Fees 2009 to 2015		Project Cost
Duwamish Hill Preserve	Develop Phase II	\$2,000,000 *\$2,500,000
Trail Connections	Green River Trail to Renton Black/Cedar River Trail	\$500,000
Tukwila Pond	Development – Phase IV	\$3,000,000
City of Tukwila Pool	{Extend Land lease}; expand features and services	*\$500,000
TOD Pedestrian Bridge	Sounder Connection	2,000,000
	Total	\$8,000,000

* Tukwila Pool removed from list due to the formation of the Metropolitan Park District in 2011; those funds were added to the Duwamish Hill Preserve project.

NOTE: Previous version of Exhibit B (prior to strike-through changes resulting from formation of the MPD) was included as an attachment to Ordinance No. 2220.